



greater WELLINGTON
REGIONAL COUNCIL
Te Pane Matua Taiao

If calling please ask for: Democratic Services

14 June 2018

Wellington Regional Strategy Committee

Order Paper for meeting to be held in the Council Chamber, Greater Wellington Regional Council, Level 2, 15 Walter Street, Te Aro, Wellington on:

Tuesday, 19 June 2018 at 1.00pm

Membership of Committee

Mayor Lester (Chair)	Wellington City Council
Councillor Blakeley (Deputy Chair)	Greater Wellington Regional Council
Deputy Mayor Day	Wellington City Council
Councillor Calvert	Wellington City Council
Mayor Guppy	Upper Hutt City Council
Mayor Gurunathan	Kapiti Coast District Council
Councillor Marsh	Wellington City Council
Mayor Patterson	Masterton District Council
Mayor Tana	Porirua City Council
Mayor Wallace	Hutt City Council

Recommendations in reports are not to be construed as Council policy until adopted by Council

Wellington Regional Strategy Committee

Order Paper for meeting to be held on Tuesday, 19 June 2018 in the Council Chamber, Greater Wellington Regional Council, Level 2, 15 Walter Street, Te Aro, Wellington at 1.00pm

Public Business

		Page No
1.	Apologies	
2.	Conflict of interest declarations	
3.	Public participation	
4.	Confirmation of the minutes of 24 April 2018	Report 18.155 3
5.	WREDA Third Quarter Report 2017/18	Report 18.240 7
6.	WREDA Final Statement of Intent 2018-21	Report 18.241 54
7.	Māori Economy Report	Report 18.242 98
8.	Wellington Regional Investment Plan	Oral



greater WELLINGTON
REGIONAL COUNCIL
Te Pane Matua Taiao

Report 18.155

24/04/2018

File: CCAB-15-230

Minutes of the Wellington Regional Strategy Committee meeting held on Tuesday, 24 April 2018, in the Council Chamber, Greater Wellington Regional Council, Level 2, 15 Walter Street, Te Aro, Wellington at 1:41pm

Present

Mayor Lester (Chair) (from 1:43pm-3:07pm, and from 3:28pm)	(Wellington City Council)
Councillor Blakeley (Deputy Chair)	(Greater Wellington Regional Council)
Councillor Calvert	(Wellington City Council)
Deputy Mayor Day	(Wellington City Council)
Mayor Guppy (until 3:09pm)	(Upper Hutt City Council)
Mayor Gurunathan	(Kapiti Coast District Council)
Councillor Marsh	(Wellington City Council)
Mayor Patterson (until 3:15pm)	(Masterton District Council)
Mayor Tana	(Porirua City Council)
Mayor Wallace (until 3:37pm)	(Hutt City Council)

Public Business

In the temporary absence of the Chairperson, the Deputy Chairperson commenced the meeting.

1 Apologies

Moved

(Mayor Tana/ Cr Marsh)

That the Committee accepts the apology for lateness from Mayor Lester.

The motion was **CARRIED**.

2 **Conflict of interest declarations**

There were no declarations of conflict of interest.

3 **Public Participation**

There was no public participation.

4 **Confirmation of the Public and Public Excluded minutes of 21 November 2017**

It was noted that the minutes incorrectly recorded Mayor Guppy as seconding an amendment, being a second further addition to motion 3 of item 6 *Letter of Expectation - WREDA* (Report 17.462). The correct member that seconded this amendment was Mayor Gurunathan.

Moved (Mayor Guppy/ Mayor Wallace)

That the Committee confirms the Public minutes of the meeting of 21 November 2017, Report 17.469, subject to the amendment of the seconder of item 6, second further addition to motion 3, being Mayor Gurunathan; and confirms the Public Excluded minutes of 21 November 2017, Report 17.470.

The motion was **CARRIED**.

Mayor Lester arrived at the meeting during consideration of item 4, at 1:43pm and assumed the Chair.

5 **WREDA Half Year Report 2017/18**

Peter Biggs, Chair, David Perks, General Manager Venues and Project Development, David Jones, General Manager Business Growth and Innovation, and Lance Walker, Chief Executive, Wellington Regional Economic Development Agency (WREDA) gave a presentation to the Committee, with highlights from Q2 and Q3

Report 18.145

File: CCAB-15-225

Moved

(Cr Blakeley/ Mayor Tana)

That the Committee:

1. *Receives the report.*
2. *Notes the content of the report.*

The motion was **CARRIED**.

6 **WREDA Draft Statement of Intent 2018-21**

Lance Walker, Chief Executive, WREDA, gave a presentation to the Committee on the goals of the draft statement of intent, to drive vibrancy and build a story for the Region. Lance Walker acknowledged that it is WREDA's responsibility to facilitate the connections, and advised the Committee that WREDA is looking to leverage Creative HQ, as a 100%-owned subsidiary of the agency.

The Committee recognised that climate change was not addressed as a risk in the draft Statement of Intent, and it was agreed that this would be taken back to WREDA for consideration.

Report 18.144

File: CCAB-15-224

Moved

(Mayor Lester/ Cr Marsh)

That the Committee:

- 1. Receives the report.*
- 2. Notes the content of the report.*
- 3. Agrees to provide feedback to the WREDA Board on the draft SOI based on the issues outlined in this report and the deliberations of the Committee.*

The motion was **CARRIED**.

7 Indoor Arena update

David Perks, General Manager Venues and Project Development, WREDA, gave a presentation to the Committee, summarising the findings from the Gemba Report, the options for venue management and operating model, and provided a comparison between events held at Spark Arena and TSB Arena.

David Perks advised the Committee on the current work in progress, which is evaluating sites and developing a strategic case.

Moved

(Mayor Guppy/ Mayor Wallace)

That the Committee:

Agrees to reaffirm the Region's in-principle support for a Wellington Indoor Arena, subject to evidence-based data on the following aspects:

- 1. Strategic business case*
- 2. Location*
- 3. Financial and market feasibility.*

The motion was **CARRIED**.

8 Wellington Regional Investment Plan

Luke Troy, General Manager, Strategy, introduced Geoff Henley, Partner, Henley Hutchings, to the Committee.

Geoff Henley gave a presentation to the Committee regarding the Wellington Regional Investment Plan.

Report 18.146

File: CCAB-15-228

Moved

(Mayor Tana/ Cr Blakeley)

That the Committee:

1. Receives the report.

2. Notes the content of the report.

3. Endorses the work underway to implement the Wellington Regional Investment Plan.

The motion was **CARRIED**.

Noted: Councillor Calvert requested that her vote against motion 3 be recorded.

Noted: The Committee requested officers present the BERL report on the Māori economy of the region at the next meeting.

The Chairperson, Mayor Lester, left the meeting at 3:07pm and returned to the meeting at 3:28pm. The Deputy Chairperson, Councillor Blakeley, presided over the meeting during this period.

Mayor Guppy left the meeting at 3:09pm, during discussion of item 8.

Mayor Patterson left the meeting at 3:15pm, during discussion of item 8.

Mayor Wallace left the meeting at 3:37pm, during discussion of item 8.

The meeting closed at 3:54pm.

Mayor Lester
(Chair)

Date:



Report 18.240
Date 11 June 2018
File CCAB-15-239

Committee Wellington Regional Strategy Committee
Author Samantha Seath, Wellington Regional Strategy Office, and Barry Turfrey, Wellington City Council

WREDA Third Quarter Report 2017/18

1. Purpose

To provide summary comment on the Wellington Regional Economic Development Agency (WREDA) Third Quarter Report.

2. Background

WREDA is required to provide quarterly reports and an audited annual report. These reports provide an outline of activities, finances and performance against targets in the Statement of Intent 2017-20.

A commentary on activities for the Third Quarter is provided in WREDA's report, which is included in [Attachment 1](#) to this report. Representatives from WREDA will present their report and answer any questions that the Committee may have.

3. Summary of Activity for Third Quarter

3.1 Tourism and marketing

- The excellent summer contributed to an excellent tourism season, for the year ending February 2018 total visitor spend exceeded \$2.5 billion for the first time.
- Quarter highlights included the NZ Festival, a strong cruise season and strong attendances at Te Papa.
- The summer campaign, Your Alternative Summer, ran through the quarter.
- Australia visitor campaign, in conjunction with Tourism NZ and Destination Marlborough, highlighting cuisine, creativity and culture.
- Hosted 23 journalists and film crews in Wellington.

- WREDA, Wellington Airport, and Accor Hotels partnered to host the Sunrise programme, an Australian breakfast TV show from Australia, which had a total reach of 8.3m people.
- WellingtonNZ.com received 579,216 visitors. Of those, 344,683 were unique users.

3.2 Economic Development

- Supported 167 regional businesses, including 97 who received hands on support in the form of growth development. 36% of these businesses are located outside of the city.
- A 20% increase in film permits issued compared to last year.
- Sponsored the PopUp Business School in Upper Hutt, together with Upper Hutt City Council, Xero, and others.
- Business clinic run in Kapiti.
- 10 start-up teams in Kōkiri, a business accelerator dedicated to speeding up the development of early stage Māori businesses. It is a partnership with Te Wānanga o Aotearoa, Callaghan Innovation, Robett Hollis, Crowe Horwath, and Ernst & Young.
- In conjunction with Wellington Health Tech Network, organised an event to encourage technology adoption in primary health care.

3.3 Creative HQ

- Creative HQ's incubation programme, which takes start-up organisations to market, is currently fully subscribed with 25 ventures, an all-time high.
- Three high growth exits from this programme, including one venture acquired by a large international manufacturer, looking to locate their manufacturing in Lower Hutt.

3.4 Venues

- Successful in winning 15 international/national conferences with an estimated economic value of over \$10m.
- Hosted over 49 business events, totalling some 47,388 delegates.
- 48 events were hosted, with a total of 101 performances including 84,701 patrons, 20% from outside of the Region. Highlights included sold-out performances for Jimmy Carr, Macklemore, and the NZ Festival.
- Launched Celebrate Wellington, to make arts and culture available to a wider audience by providing small grants for such things like free transport, and better access to audio commentary.
- St James closed at the conclusion of the NZ Festival, for earthquake strengthening.

- Work continuing on the business case for an Indoor Arena following the release of the independent strategic report by Gemba.

3.5 Major Events

- The Black Caps played Pakistan and England both twice in Wellington
- Hurricanes' home season commenced with good attendances.
- The NZ Festival opened with the Waka Odyssey attended by tens of thousands of people on the waterfront. Strong audience numbers were reported for other Festival events.
- Cuba Dupa attendances were consistent with the previous year, despite patchy weather.

4. Summary Financial Information

SUMMARY FINANCIALS							
* Variance (Actual minus Budget). ✓ Favourable variance to budget ✗ Unfavourable variance to budget							
FINANCIAL PERFORMANCE (\$000)	Budget Q3	Actual Q3	Variance Q3	Budget YTD	Actual YTD	Budget FYE	Forecast FYE
Total Revenue	8,163	8,110	53 ✗	23,900	24,220	29,088	30,016
Total Expenses	7,968	6,721	1,247 ✓	23,841	23,453	28,988	30,193
Net Surplus (Loss)	195	1,389	1,194 ✓	59	767	100	(177)
FINANCIAL POSITION							
Total Assets	4,203	6,128	3,902			5,115	
Total Liabilities	2,530	3,747	2,383			3,500	
Equity	1,673	2,381	1,519			1,615	
CASH FLOWS							
Total Net Cash Flows	364	1,226	862 ✓	(297)	1,510	(260)	
Opening Cash	1,439	1,991		2,100	1,707	2,100	
Closing Cash	1,803	3,217		1,803	3,217	1,840	
<p>Lower expenditure than budgeted resulted in a higher surplus and cash balance. This is only a timing difference with higher expenditure forecast for Q4.</p> <p>The higher than budgeted revenue on a YTD and forecast basis is due to higher than expected 3rd party revenue for some CHQ programmes.</p> <p>The forecast loss for the year is due to revenue being received in 2016/17 but spent in the 2017/18 year.</p>							

5. Summary Performance Results

KPI DASHBOARD <i>(The table contains a selection of KPIs and is not a complete list)</i>					
<p>The trend on year on year performance → Steady ↗ Improving ↘ Declining</p> <p>[^]A number of KPIs are only measured annually due to the absence of official data on a YTD basis</p>					
MEASURE		YTD 31 Mar 17	YTD 31 Mar 18	Forecast 30 Jun 18	Trend
International student enrolments <i>Source: Education NZ</i>	Actual	n/a	n/a	9,200	↗
	Target [^]	n/a	n/a	9,200	
<p>Figures are released annually. The enrolments for the second half of the year are due in July.</p>					
International student visas <i>Source: Education NZ</i>	Actual	n/a	4,640	6,930	↗
	Target [^]	n/a	5,200	6,930	
Permanent arrivals <i>Source Statistics New Zealand</i>	Actual	2,311	3,343	3,600	↗
	Target [^]	1,000	2,000	3,600	
Commercial guest nights <i>Source Statistics New Zealand</i>	Actual	1.11m	2.40m	3.3m	↗
	Target [^]	1.0m	2.25m	3.2m	
<p>Guest night' tracking ahead of budget, forecast will be slightly below budget. A number of events in the first 3 quarters contributed to the higher YTD figures. Expected to slow down in Q4.</p>					
Visitor spend <i>Source: MBIE</i>	Actual	n/a	\$1,955m	\$2,600m	↗
	Target [^]	n/a	\$2,200m	\$2,600m	
<p>The visitor spend for the year to February 2018 exceeded \$2.5 billion for the first time. Although behind on a YTD basis this is due to the phasing of the budget.</p>					
Value of facilitated screen production <i>Source Screen Wellington</i>	Actual	\$91.8m	\$82.2m	\$100m	↗
	Target [^]	\$50m	\$75m	\$100m	
Number of Wellingtonian's attending a performance event	Actual	n/a	230,867	290,720	↗
	Target [^]	n/a	232,576	290,720	
Number of events <i>Source Supplied by the relevant venue</i>	Actual	n/a	449	624	→
	Target [^]	n/a	295	624	
NZ market share of multi day conferences <i>Source Supplied by the relevant venue</i>	Actual	19%	20%	18%	↗
	Target [^]	16%	18%	18%	
Economic value of Major Events invested in <i>Source Supplied by the relevant venue</i>	Actual	n/a	\$85.9m	\$80m	↗
	Target [^]	\$40m	\$65m	\$80m	
<p>The Lions tour at the start of the year was a significant contributor.</p>					
<p>At this stage WREDA expects to meet or exceed its KPIs with the exception of the commercial guest nights which are forecast to be slightly below budget.</p>					

KPI DASHBOARD <i>(The table contains a selection of KPIs and is not a complete list)</i>
ISSUES & OUTLOOK
<p>Issues</p> <ul style="list-style-type: none"> • The closure of the St James following the NZ Festival will reduce the number of events/performances that Wellington can host. Additional use of the Opera House will mitigate some of this reduction. • The earthquake strengthening of the Town Hall will have some impact on the day time use of the Michael Fowler Centre due to noise etc. <p>Outlook</p> <ul style="list-style-type: none"> • A strong events programme of Major Events in Q4 including Jim Beam Homegrown, Jim Henson Retrospectacle, LUX, Wellington Jazz Festival and the All Blacks playing France. • Domestic winter campaign Do Wellington your way commences. • Tech Week occurs in May.

6. Communication

No communication is required.

7. Consideration of climate change

The matters requiring decision in this report are of a procedural nature and do not require consideration of climate change.

8. The decision-making process and significance

Officers recognise that the matters referenced in this report may have a high degree of importance to affected or interested parties.

The matter requiring decision in this report has been considered by officers against the requirements of Part 6 of the Local Government Act 2002 (the Act). Part 6 sets out the obligations of local authorities in relation to the making of decisions.

8.1 Significance of the decision

Part 6 requires Greater Wellington Regional Council to consider the significance of the decision. The term 'significance' has a statutory definition set out in the Act.

Officers have considered the significance of the matter, taking the Council's significance and engagement policy and decision-making guidelines into account. Officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

8.2 Engagement

In accordance with the significance and engagement policy, no engagement on the matters for decision is required.

9. Recommendations

That the Committee:

1. *Receives the report.*
2. *Notes the content of the report.*

Report prepared by:

Barry Turfrey
Wellington City Council

Report prepared by:

Samantha Seath
Wellington Regional Strategy
Office

Report approved by:

Luke Troy
General Manager, Strategy

Attachment 1: WREDA Third Quarter Report 2017-18

Attachment 1 to Report 18.240

WREDA

Quarterly Report

Q3: January – March 2018

Wellington Regional Economic Development Agency

WellingtonNZ.com



- **Business engagement:** Increased satisfaction from Regional Business Partner programme participants; new Pop Up Business Schools; key sector engagements in Creative, Tech, F&B and Science; Creative HQ accelerators including Kiwibank FinTech Lightning Lab
- **Students and Interns:** Wellington International Students Growth Programme activities locally and in Asia; support of Young Enterprise
- **Tourism and Events:** region enjoyed over \$2.5billion of annual visitor spending for the very first time; a number of headline events including Te Papa Let's Go Build, NZ Festival, Cuba Dupa, Homegrown, International Cricket.
- **Storytelling:** Significant activity in Australia and locally – notably the Sunrise in Australia, min-regional and Do Wellington Your Way campaigns; new influencers building the region's economy business stories; development of KapitiNZ.com.
- **Business Events:** Record quarter for successful event bids;
- **Venues Wellington:** 49 business events, 48 performance events; highlights Macklemore, Jimmy Carr, NZ Festival, NZ Petroleum conference.

Key Highlights

January to March 2018

WREDA

WellingtonNZ.com

WREDA

Business Growth & Innovation

Q3: January – March 2018

Wellington Regional Economic Development Agency

WellingtonNZ.com

RBP and Business Growth

Regional Business Partner Programme

In the third quarter of the year, WREDA’s Business Growth Team supported 167 regional businesses. This includes 96 businesses receiving hands-on support, in the form of growth capability development, innovation support, and mentorship. 36% of these businesses are located outside of Wellington City.

Businesses receiving capability and innovation support show a very high average likelihood to recommend our services of 90%. This is a strong indicator of the value they see in our services and has been reflected in an increased net promoter score.

In Q3, we delivered \$83,000 of Capability Voucher funding and \$1,677,000 of R&D funding to businesses in the region. This funding helps businesses access growth advice, and invest in new technology development.

Business Growth

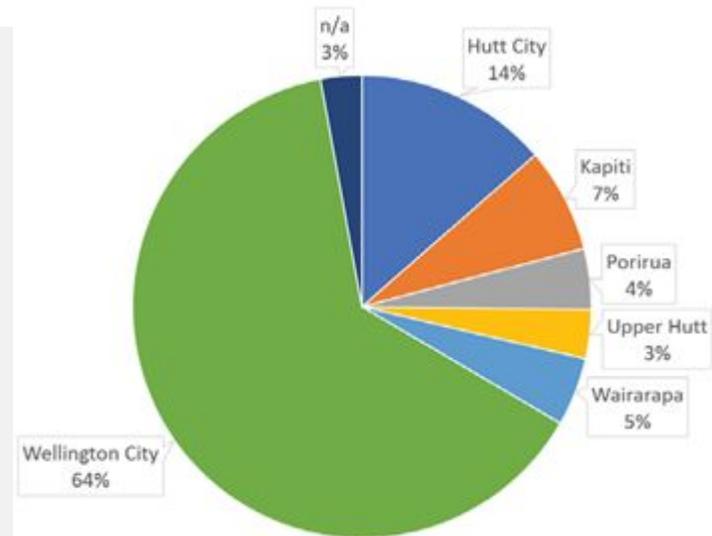
WREDA organised an Information evening in partnership with the Kapiti Chamber of Commerce. This covered the breadth of WREDA activities, and showed Kāpiti businesses the opportunity of interacting with WREDA. The event was well attended and generated positive engagement and discussions between WREDA and Kapiti Coast businesses.

This Information Session in Kapiti was followed up with a ‘WREDA Business Clinic’ for Kapiti Chamber members. The clinic offered the opportunity to receive one-on-one support from WREDA’s Business Growth team. Four businesses attended and benefited from bespoke advice regarding connections, commercialisation, capital raising and training.

WREDA sponsored the Upper Hutt Pop Up Business School, alongside Upper Hutt City Council, the Cossie Club, BPW, Xero, and Farrah. The two-week full-time well attended programme engaged a diverse cohort. Attendees ran or were about to start a business.

This is the second Pop Up Business School we support after Porirua, and we are considering the opportunity to enable the programme to run in Kapiti as well

Businesses Supported Across the Region



Education & workforce development

Wellington International Student Growth Programme (WISGP)

During Q3, the WISGP team has brought two Japanese agents and two Vietnamese agents to Wellington to familiarise them with the region and its institutions. A promotional trip to China and Vietnam included holding an event in Beijing to promote Wellington's creative education programmes. This targeted education agents and media, it featured Weta Workshop prosthetic artists and a WOW model. The event also provided a platform for the signing of a partnership agreement between Victoria University and the prestigious Beijing Film Academy.

WREDA has produced a video which will promote Wellington to the Indian student market. This will be promoted in conjunction with Education NZ.

The annual International Student Welcome event was held in February 2018, this was attended by many students and education and civic dignitaries.

Interns

WREDA continues to work with Summer of Tech and Summer of Biz, providing sponsorship and support in terms of employer engagement. This year 132 tech interns were placed, up from 118 in 2017. 60 R&D internship placements were funded by Callaghan Innovation and 25 students for funded internships were sourced through Summer of Tech. In total, 263 interns have been helped into opportunities for the year so far.

WREDA has confirmed its support of Young Enterprise (funded through WCC and GWRC) and supported their student launch event. This agreement includes support for a small number of scholarships in the Innovative Young Minds programme, which aims to get young women interested in study/careers in STEM industries.

Talent Attraction

A series of events was held in USA to encourage further conversion of the LookSee database to move to Wellington. Events were held in Seattle, San Francisco and Los Angeles. The positivity towards Wellington and the quality of the people attending these events was high. Two large Wellington companies are in discussion with candidates from the events.



Ambassador John McKinnon with the WOW model at the Beijing creative event in March 2016.



Sector development

Creative and Tech

WREDA supported in-kind the 'Multicore Worlds' event at Shed 6 on 7-9 Feb. It is a conference aimed at deep technology with a small number of highly targeted and focused thinkers and tech-architects from around the world.

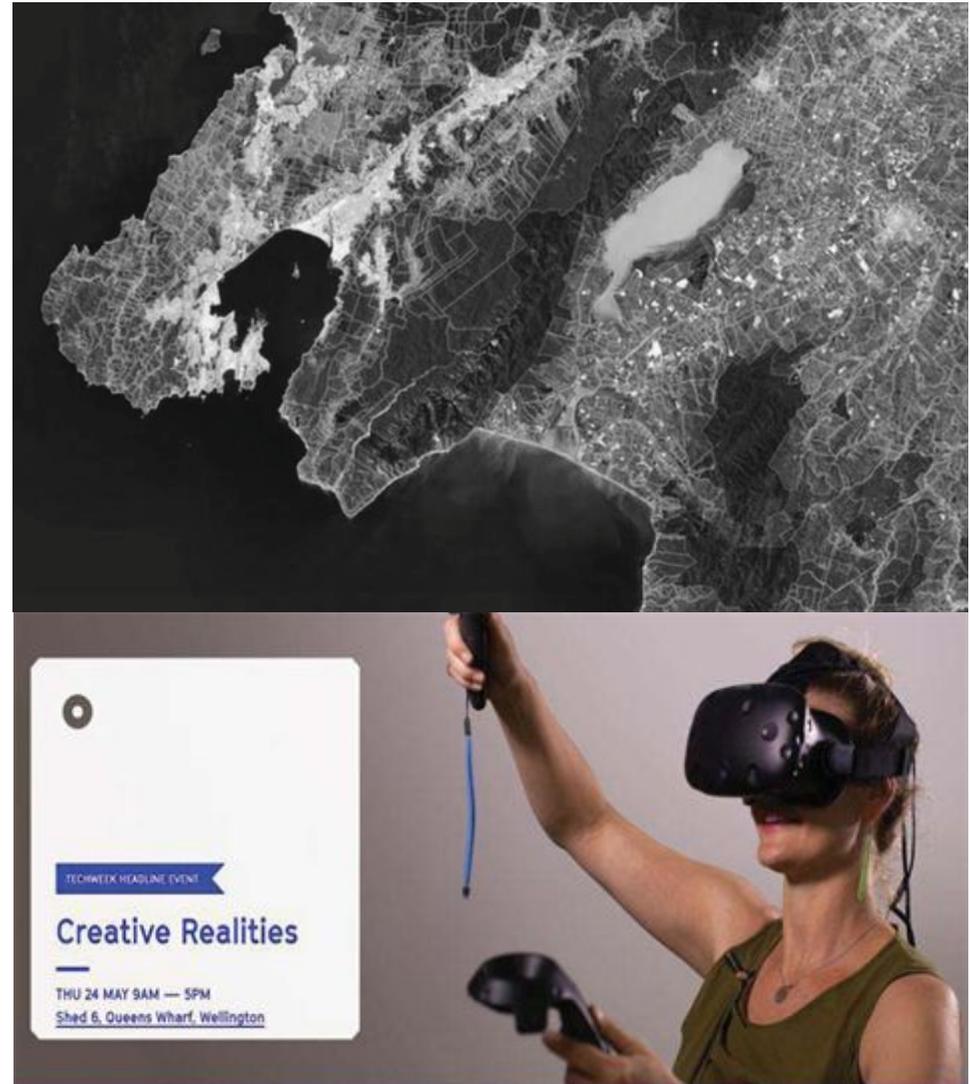
WREDA has secured a national headline event for TechWeek (22 – 27 May '18) to happen in Wellington, which is one of only 3 nationally. The event is 'Creative Realities', which ran during last year's TechWeek for the first time at the TSB Arena. The event is a conference on new emerging creative technologies and how they'll be changing our future. The event takes place on the day of Thurs. 24 May.

The Wellington region will deliver more than 40 unique tech events plus 21 events that will be in other centres.

Screen Wellington

Our rate of film permitting this year is demonstrating a 20% increase (#363 permits) in permits processed compared to this time last year, reflecting a positive growth in the number of TV commercials as well as a steady amount of local feature film work.

WREDA hosted a meeting of all the city and district councils in Wellington regarding the filming permitting processes, striving for a consistent approach to permitting in each council area. This was positively received by participants.



Sector development

Business Attraction

WREDA has hosted three Tech companies from overseas during Q3. Each are scoping for a new or additional Australasian office. These are, in general terms, a Fintech company from Australia, a cybersecurity company from Washington DC and an e-commerce platform company from Canada. Negotiations are ongoing with all three firms, one of which intends to decide in the next 3 months. The other two will decide over a longer period, 6-12 months. We have been working with New Zealand Government on these opportunities.

Food & Beverage Market

WREDA, in conjunction with the Wellington Culinary Events Trust, delivered the annual Supplier Showcase which kicks off Visa Wellington On a Plate. The purpose of the Showcase was to bring more Wellington Region products to hospitality businesses participating in the festival. WREDA's role was to ensure new producers and manufacturers participated in the Supplier Showcase, held on 31 January 2018 in Shed 6, featuring 46 producers including 11 new exhibitors.

Considerable effort has been applied to securing appropriate F & B businesses to participate in a Wellington presence at Food & Hotel Asia in Singapore at the end of April and Fine Food NZ in Auckland at the end of June. Three Wellington businesses will participate and work alongside New Zealand Trade & Enterprise who are leading this event.

As part of the MPI funded Wairarapa Cropping Strategy, WREDA participated in a crop field day to view the new crops being trialled in response to the ban on growing peas. The field day was held on 11 January and was attended by 26 of the region's top arable producers.

Links have been established with Nuku ki te Puku, a collaboration of Māori representative groups from around New Zealand which is focussed on maximising the value of the 'Māori brand' in food and biotech markets.



Sector development

Science

WREDA, in conjunction with the Wellington Health Tech Network, organised a skill sharing evening at the University of Otago, Wellington on 13th February on increasing technology adoption in primary health care. The event was attended by around 80 professionals. Following this event, the Ministry of Health's new Emerging Technologies Team met with WREDA to share their plans to encourage greater commercial innovation in the health sector. We are working with them to realise the opportunity in the Wellington region.

WREDA provided Pitch Coaching sessions for companies who are presenting their research to pharma tech scouts visiting Wellington in April 2018. Feedback has been very positive, including a comment from a participant: "I just wanted to say thank you for organising the session... presenting professionally in a commercial setting is not something NZ'ers do well and I believe if we are to move the dial on our international engagement we need to work out how we overcome this."

WREDA has been invited to participate in recent KiwiNet science investment committee meetings and also Callaghan Innovation research meetings discussing the development of the Gracefield site.

WREDA have been collaborating with Hutt City Council in seeking to attract an Autonomous Vehicle / Advanced Transport System project to the region. WREDA's role is to show the ease of testing new technology in the region, highlighting our R&D strengths and making introductions with key stakeholders. This customer focus can become a source of competitive advantage for our region in attracting research and development investment.



The Wellington Health Tech Event in February 2018 attracted about 80 professionals seeking to build business with the primary health sector.

WREDA

Creative HQ

Q3: January – March 2018

Wellington Regional Economic Development Agency

WellingtonNZ.com

Acceleration and Incubation programmes

Creative HQ has two accelerators running in parallel with a cohort of some of New Zealand's leading fintech startup teams inhouse at 7 Dixon St in the Kiwibank Fintech Accelerator; these will culminate in a Demo Day event on 16 May.

Creative HQ is also part of a national collaboration with Te Wānanga o Aotearoa, EY Tahi, Crowe Horwath and Robett Hollis in running Kōkiri Maori Business Accelerator. A cohort of ten Maori-led startup teams from all over the motu are part of this programme.

Our start-up incubation portfolio is currently fully subscribed with 25 ventures, spread across Creative HQ base, Credenza co-working space in Wellington, and 1st Assembly in Lower Hutt. This is an all time high for ventures supported in Creative HQ incubation at one time. Lower Hutt's 1st Assembly facility has shifted to a better location at 33 Waterloo Road, enjoying a earthquake resilient building, and a facility which allows larger companies to move to dedicated offices as they grow.

Creative HQ has enjoyed three high growth exits from the incubation programme, including one which was acquired by a large international manufacturer who is now looking to locate its production facilities in Lower Hutt.

The Creative HQ team has grown as well, with a number of new start-up coaches and two new staff. Jax Myers has joined our operations and sales team from Weta Digital, and Luke Ball, former head at renowned start-up programme *Start-up Chile*, has joined our incubation team to continue to build the support and programming for amazing start-up teams and ventures in Wellington and around New Zealand.



The team at Kōkiri Maori Business Accelerator, a collaboration between Creative HQ and Te Wānanga o Aotearoa



Venture Up 2018 Showcase @ Michael Fowler Centre



WREDA

Marketing & Communications

Q3: January – March 2018

Wellington Regional Economic Development Agency

WellingtonNZ.com

Tourism summary

Our stunner summer helped Wellington break through the annual \$2.5billion barrier in visitor spend for the first time. MBIE's Monthly Regional Tourism Estimates show a total visitor spend of \$2.55 billion for the year ending February 2018. Spending growth was led by international visitors which increased by a hefty 12.6 per cent (to \$800.5 million), while the spend from domestic visitors grew by 3.5 per cent (to \$1.7 billion). One of the other key contributors with this spend was the Lions Tour, which delivered \$36million to the regional economy, helped by the two games in one week that WREDA was able to secure.

Highlights this quarter include The NZ Festival, a strong cruise season, excellent numbers through Te Papa's Let's Go Build exhibition and the best quarter ever for the Business Events Wellington team. Marketing activity included JV marketing partnerships with Tourism NZ and Te Papa, a high performing summer tourism campaign and upweighted event marketing support.

Winter will bring its usual challenges of reduced weekend visitor numbers, but All Blacks Tests, Beervana, The Muppets and a focused winter tourism campaign will help drive visitor numbers.

	Year to Feb 18	YOY (+/-)
Visitor spend	\$2.55b	+8%
International Visitor Arrivals (Wellington airport)	208,656	-3%*
Total commercial guest nights	3,119,000	+0.7%

*This -3% decline is still mainly due to the withdrawal of the Jetstar Melbourne service. This decline will annualise from March so we expect to see that decline flatten off.

Visitor marketing – Domestic

Your alternative Summer results

The Summer campaign showcased Wellington “Your Alternative Summer” and targeted NZ AP 25-59 (excl Wellington). The campaign ran 20th November 2017 - 10th February 2018.

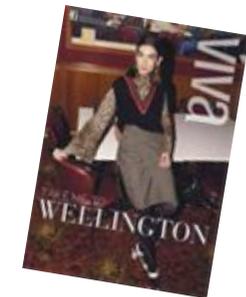
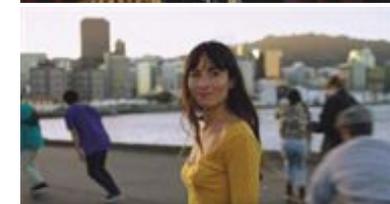
The campaign was comprised of online video, cinema, social, native, print and out of home. The online video activity delivered 373,470 completed views at a 67% completion rate. It also drove 1,562 clicks through to the campaign landing page on WellingtonNZ.com. The online banners and native activity drove a combined 8,806 clicks and social activity drove 5,636 clicks and 330,489 video views.

Winter Campaign - Do Wellington Your Way: Our NZ wide marketing campaign has launched and is in market from 1st April - until the end of May. The campaign runs across TV, digital, outdoor and print; as well as WREDA channels.

We have focussed on the key elements of the consumer journey with emotive creative to inspire, engaging content on all the best Wellington has to offer via a Wellington themed issue of Viva Magazine to help people plan and ticket offers via an Air NZ campaign at the conclusion of our campaign to complete the path to purchase.

We wanted to make a statement around what Wellington’s all about. A place making campaign that doesn’t just talk about our physical attributes (compact, waterfront, bush, art) and attractions (Nightlife, events etc) but gets into the heart of what makes Wellington distinct and therefore a special place to visit (and live). Wellington is known as a liberal and accepting city, we decided to reiterate this with our winter campaign ‘Do Wellington your way’.

DO WELLINGTON
your way



Visitor marketing – Domestic

Te Papa

Lego Let's Go Build

Our JV marketing campaign with Te Papa helped contribute to outstanding visitor numbers for the Lego exhibition, attracting 103,631 visitors over the period.

Toi Art

To promote Te Papa's new gallery space to out of towners we focussed on a tactical media buy with an advertorial in the Air New Zealand in-flight magazine, KiaOra.

The advertorial ran across 4 pages in the April issue of the magazine, to coincide with the opening of the gallery at the end of March.

This was a key inspiration piece for the campaign focussing on out of region, where we told the Toi Art story and gave readers a sneak peak into what they might find if they visit the space. The advertorial also supported editorial in that issue and created significant interest and consideration from those key audiences we are targeting.

KiaOra has a monthly readership of 357,000 and their readers are a highly desirable captive audience. Over 7 in 10 (251,000) Kia Ora readers intend to go on holiday within New Zealand in the next 12 months and are 26% more likely to go to an art gallery than the typical New Zealander



Visitor marketing – Australia

Autumn Campaign “Creativity around every corner” Initial Results | February 2018

A joint campaign with TNZ and Destination Marlborough, this campaign highlighted culture, cuisine and creativity, the three pillars that hero Wellington, and also seamlessly incorporated Marlborough as a key experience within a Wellington short break, focusing on the creative experience had on land, sea and in the vines.

The 60" hero video was promoted via paid social activity, digital displays, native editorial all linking to a dedicated campaign page on TNZ's website. The campaign targeted independent professionals on Australia's eastern seaboard (Sydney/Melbourne/Brisbane), and followed TNZ's conversion funnel. During the booking phase, three existing land Flight Centre Deals were used as a CTA (focusing on accommodation and activities) and exclusive operator deals were featured.

- 109k visits to campaign landing page
- 32% active visits
- 6,906 referrals
- 60% of our traffic and 44% of our referrals are coming from mobile devices which is reflective of how we buy our digital media and demonstrates we are successfully gaining the audience's attention where it matters most.

We supplemented this campaign with a paid partnership with online magazine The Urban List, consisting of e-newsletter feature, articles and social media posts:

- The articles generated a total of 15k page views across Sydney and Melbourne
- The 6 Facebook posts reached a total of 166,587 people and generated 8,267 likes, comments, shares and link clicks
- The E-Newsletter placement generated a total of 1,091 click throughs



Visitor marketing – international trade

- Tourism New Zealand graduated 55 South East Asian agents into their Kiwi Specialist Programme in March. WREDA attended the training day in Auckland with Destination Wairarapa before hosting 38 agents on famil.
- Tourism New Zealand Australia’s annual RTO Workshop in Sydney gave WREDA the opportunity to meet with 23 key Australian sellers. Decision makers from Infinity/Flight Centre, Helloworld, STA Travel, A&K, GoWay, Viator and the major coach touring companies were updated on Wellington product.
- Cruise New Zealand Executive Officer Kevin O’Sullivan was hosted in Wellington before he attended Cruise Shipping Miami on behalf of the New Zealand cruise industry. He was particularly interested in CentrePort’s cruise handling post-Kaikoura quake and sampled several new activities that would suit the cruise market.
- Singapore Airlines has announced re-routing their service via Melbourne from 4 May. WREDA met with Singapore Airlines Melbourne office to introduce their new destination and discuss ways to work together.

Q3 In-market training, Famils & Sales Calls	Total agents trained
TNZ Australia RTO Workshop	26
TNZ South East Asia Kiwi Specialist Training Day	55
Australia Trade Training	27
Australia Trade Visits	49
Total Trade Famil participants	54
Total Trade Famil Itineraries	9



Visitor marketing – Australia

Mini Campaigns

This financial year, we developed an overarching strategy which brings together the ‘always on’ content components into one of three sub-campaigns, to highlight specific Wellington offerings in a richer and more focused approach.

1: Martinborough results | 12-28 Feb

Focusing on a Martinborough day trip from Wellington was the first flight. Video and stills were captured to support the campaign via two videos (53” and 15”) with stills used in social media, native advertising and in two editorial pages on WellingtonNZ.com. The main objective was to build awareness of the wider Wellington area (Wairarapa) and some of its more focused activities during a Wellington short break.

- 3.4 million impressions through native advertising, with 1700+ link clicks
- 117k+ video views
- 300k+ impressions on social posts
- 3,969 page views on ‘Cycle the Vines in Martinborough’ and ‘Unmissable Wine Experiences’ on WellingtonNZ.com

2: Eastbourne results | 12-29 March

Video and stills were captured to support the campaign via two videos (60” and 15”) with stills used in social media, native advertising and in two editorial pages on WellingtonNZ.com.

- 1.8 million impressions through native advertising, with 3,169 link clicks
- 143k video views
- 417k+ impressions on social posts
- 3,983 page views on ‘Discover Eastbourne’ on a day trip from Wellington and Hutt Valley on WellingtonNZ.com

The third flight, focusing on Te Papa and creative culture will be in market in May.



Visitor & lifestyle - Media/PR

In the third quarter of the 2017/18 financial year, WREDA's media team hosted 23 journalists, bloggers, influencers and film crews in Wellington.

International media highlights include hosting Japanese film crew Tabi Salada, journalists from Suitcase Magazine, New York Daily News, Golf.com, Voyage De Luxe, Cuisine A&D, and influencers Dan Carter Now, Poppy Deyes and Sean Elliot, Lina Strahl.

Australian media highlights include hosting Escape, TimeOut and the Sunrise weather crew for three mornings of live crosses which reached approximately 2.5 million Australians each day (more details on next slide). Other highlights include a '20 reasons to love Wellington' feature in Sun Herald and Traveller.com.au, two features on VogueLiving.com.au, a destination story syndicated across six of the Melbourne Leader Newspapers and a paid partnership with The Urban List.

Domestic media highlights include a cover story feature about Wellington's neighbourhoods in NZ Herald Travel, a 'Five reasons to love Wellington' story in Woman's Day, and a CubaDupa/Cuba Street story on Newshub Late. We also hosted journalists from Otago Daily Times, Vice, NZ Herald, Woman's Day and Nelson Mail.

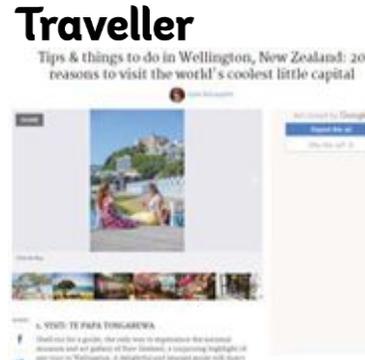
As at 31 March 2018	Q3
Number of media hosted	23 Total
<i>Domestic</i>	5
<i>Australia</i>	7
<i>International</i>	11
Number of clips (NZ and AU)	952 Total
<i>Domestic</i>	14
<i>Australia</i>	947
Reach	15,236,946
ASR	\$3,706,196

Sunrise Australia

WREDA, Accor Hotels and Wellington International Airport partnered to host TV personality Sam Mac and the Sunrise crew for three days of live crosses from Wellington between 5-7 February. Each day nine segments were streamed live to millions of Australians. The crew spent day one at Weta Workshop where prosthetics artist Gino Acevedo transformed Sam Mac into a dwarf from Lord of the Rings. Day two was spent at Te Wharewaka o Poneke to experience the Waitangi Day celebrations. Day three Boomrock hosted the crew for hot laps, clay bird shooting and extreme golf. The coverage resulted in a total reach of 8.3 million and total ASR of \$3.4 million (AUD).



Coverage examples (click to view)



Event Marketing

Live in WLG campaign

In early December we launched the summer phase of our Live in WLG events marketing campaign, to promote live performance events in Wellington during the summer period. The campaign delivered a reach of well over 1.5 million and included a summer events video, street posters, native advertising with Fairfax, social and a fortnightly eNewsletter. The fortnightly eNewsletter continues to perform well, with a steadily growing database. In early March, the autumn phase of the campaign was launched and will continue to run until mid-April.

Neil Oliver

Venues Wellington brought Neil Oliver to New Zealand in partnership with Auckland Live for one show on 18 January. WREDA managed the promotion of the Wellington show and ran a relatively short campaign from the announcement in early December through to the show which consisted of TV (joint with Auckland Live), print, PR, a Stuff Mobile blast, street posters, social, and WREDA and Ticketmaster channels. Despite the campaign performing well, ticket sales were lacklustre (520 sold) – proving to be a challenging sell at a challenging time of the year.

Major Events

We have provided substantial marketing support to our portfolio of major events providing NZ Festival, the Jim Henson Retrospectacle, BlackCaps, Cuba Dupa, Homegrown over the quarter via both WellingtonNZ.com and LiveinWLG channels.

Celebrate Wellington

We launched Celebrate Wellington; a programme to make arts and culture available to a wider audience to mark the numerous cultural milestones being celebrated in Wellington during 2018. From 1st March through to the end of the year, thousands more Wellingtonians with financial or other access challenges will have the opportunity to attend events and engage with the city's creative sector. We're providing arts and cultural organisations with small grants to be used for things like free transport for groups, and enabling better access to audio commentary and sign interpreters for the hearing impaired.

Digital marketing – all sectors

WellingtonNZ.com received 579,216 visits between January and March, with 344,683 unique users. Throughout Quarter 3, over 1.2 million pages were viewed, with top content including a resurgence in interest around the LookSee campaign (predominantly from India), sights & activities editorial content, and also event search. The largest volume of visitors came from NZ, Australia, India, USA, UK and Canada. The significant increase in overall traffic in Quarter 2 can be directly attributed to the Advent marketing campaign.

Social channels reached a combined audience of close to 8 million users over Q3. While growth slowed, due to significant recent changes to Facebook's algorithm, there have been some interesting points of growth across individual channels, including:

- 5% growth in Wellington-based Facebook followers, and steady growth in our key follower markets of Australia, the USA and UK
- 6% growth in total Instagram followers, which means this is now the fastest-growing consumer-facing channel and provides cause for more energy to be directed into this platform
- 10% growth in LinkedIn followers which indicates there is an appetite for quality Wellington business information and stories.

To celebrate International Women's Day we ran a mini campaign around Wellington businesswomen which reached 75k people, with several of the women then featured in the Dominion Post.

Key performance indicators	Q3
WellingtonNZ.com visits	579,216
Accommodation section page views	46,920
Social media reach	7,925,774
Total subscribed digital audience	388,318
• Social media fans	253,827
• eNews subscribers	134,491



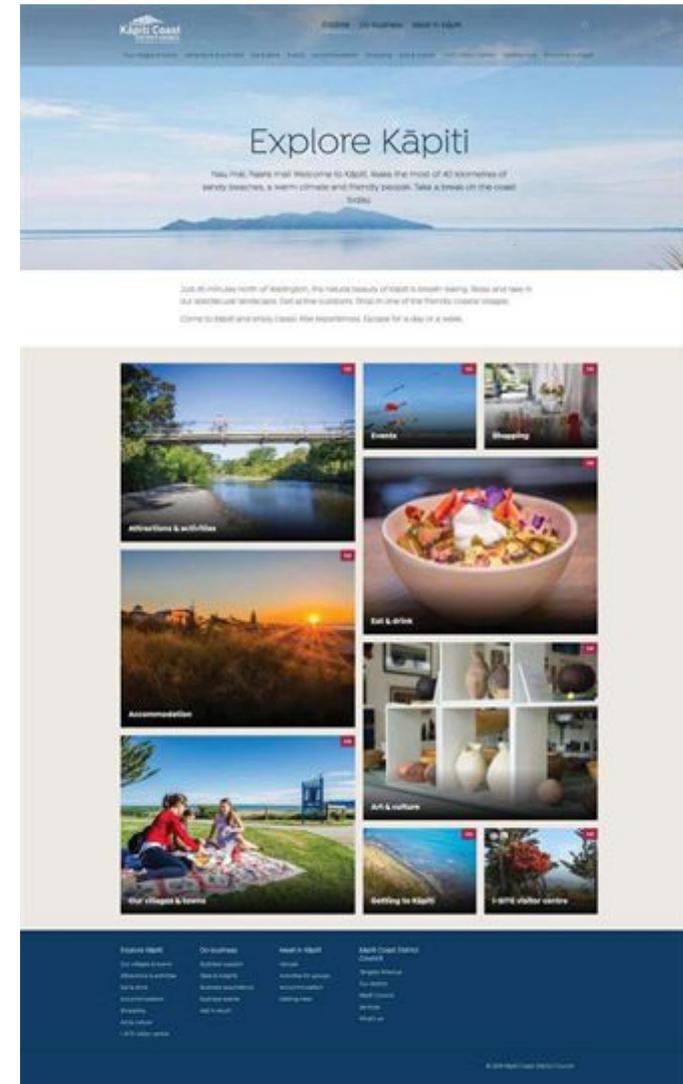
Digital marketing – KapitiNZ.com

The digital team has worked with the **Kāpiti Coast District Council** to create a tourism, business, and study destination website using the infrastructure and framework of WellingtonNZ.com.

The capability to build standalone sites off The WellingtonNZ.com CMS was developed and launched as part of the VenuesWellington.com website build. This means that WREDA can create additional websites quickly and efficiently, and at a fraction of the cost.

The new KāpitiNZ.com website leverages all of the investment made in WellingtonNZ.com and links back to that site. This allows KCDC to build a bespoke website for their part of the Wellington region at a low cost level.

The new website was launched at the beginning of April and has been well received by businesses in the Kāpiti district.



Corporate and Business PR

Over the quarter our **corporate communications** activity generated 21 positive stories around what WREDA is doing to boost Wellington's economy including WREDA supercharging its events programme with the Jim Henson Retrospectacle, TV coverage on both major channels of the NZ China Business Forum on Alipay coming to Wellington, Wellington having a mighty summer economically, Wellington bounces back from the post-quake blues and a joint Wellington/Marlborough tourism campaign to lure Aussies for short stays. It has also including reactive commentary and managing LGOIMA's relating to a variety of matters.

Our **media programme** promoting local businesses generated 9 stories across the quarter – the highlight of which was 3-page in-depth feature in Muse magazine on Wellington's Jessica Manins from the Projectr AR/VR centre. More stories are in the pipeline, including a feature in the NZ Listener on Wellington's strength in the future of entertainment with the rise of mixed reality.



One of Marlborough's best attractions is the Queen Charlotte Track.

A campaign to encourage Australians to combine visits to Wellington and Marlborough as an autumn short break is being launched next week.

Tourism New Zealand has partnered with the Wellington Regional Economic Agency (WREDA) and Destination Marlborough to encourage Aussies to visit both regions.

The four-week campaign aims to increase arrivals by 7.5 per cent between March and May.

Business sector storytelling

Wellington's New Influencers

In March, WREDA launched a novel media initiative to tell the world about the next generation of thinkers and leaders who are reshaping their respective industries from the Wellington region.

Every day for a week, a full-page spread in the Dominion Post and a native feature on Stuff featured some of the Wellingtonians whose influence may eventually challenge that of Sir Peter Jackson, Sir Richard Taylor, Sam Morgan or Rod Drury.

Ranging from social enterprise creator, scientists, filmmakers, education leaders to digital disruptors, these up and coming innovators from right across the Wellington region are developing fresh ideas that might just be the next Xero, Trade Me or Weta.

The series reached a daily audience of 170,000, and generated new business enquiries for some of the businesses involved. Content was also pushed out via social channels.



WREDA

Events & Partnerships

Q3: January – March 2018

Wellington Regional Economic Development Agency

WellingtonNZ.com

Business Events Wellington

In the third quarter the Business Events Wellington (BEW) team were successful in winning 15 bids for Wellington to host international and national conferences. These events will inject a projected economic value of \$10,712,870 into the Wellington economy.

Amongst the bids won by the BEW team were:

- Inspiring Stories 2018 (1,500 delegates – estimated Economic Impact \$2,314,500)
- Count Financial 2019 (650 delegates – est. EI \$1,305,850)
- Romeo Bragato 2018 conference (600 delegates – est. EI \$925,800)

In Q3 11 International bids business events have been supported as we build on our partnership with our Venues Wellington team, Tourism New Zealand and Te Papa to grow this sector

Working hand-in-hand with the Venues Wellington sales team we have also secured a number of events from the Australian market, showcasing how Wellington is a destination of choice for business events, the team have landed some big wins for our venues:

2018

- Urbanism Conference 2018 (250 delegates)

2019

- Australian Human Genetics 2019 (400 delegates)
- Australasian Society for the Study of Brain Impairment 2019 (400 delegates)
- 650 delegates will arrive in Wellington 2019 to attend a high profile financial conference

2020

- College of Intensive Care Medicine 2020 (250 delegates)



Major Events - Q3 Outcomes

Cricket, football and rugby

The **Black Caps** played both Pakistan and England twice in Wellington during the summer. The **Phoenix** season has continued with mixed success on and off the field. Ultimately attendance was less than expected to the cricket and football matches supported, which could be attributed to the amount of product on offer each season.

The Super Rugby Season kicked off for the **Hurricanes** in positive fashion with two home ground wins against the Crusaders and Highlanders respectively. They played in front of good crowds of >15,000 per match and the out of region visitation also shows the Hurricanes have strong fan support, with at least 24% out of region attendees coming in at the start of the season.

NZ Festival

The **NZ Festival** launched with the *Waka Odyssey* and tens of thousands turned out on a stunning day at the Wellington Waterfront. Seasonal highlights during the Festival included the *Barbershop Chronicles*, *The Select [The Sun also Rises]* and *Star Wars: A New Hope*. The programme appealed to a more discerning arts audience; strong audience numbers were recorded across events. Full post event results and attendance stats are due in Q4.

Cuba Dupa

Cuba Dupa enjoyed attendance numbers consistent to those of last year. Enhancements to the delivery of the event included some colourful staging elements. Results of an event survey conducted by organisers are also yet to be received; sentiments are expected to remain high. We are seeking to affirm the dates for the festival to enable them surety of scheduling for the next three years.



Major Events – Q4 focus

Arts & Culture

Jim Beam Homegrown – 7 April. Achieved record sell out six weeks in advance of event day and at 18,000 tickets, higher than ever before with >70% coming from outside of the region meaning we are expecting a significant boost for the economy.

Jim Henson Retrospectacle – 9-29 April. Featuring a concert with Bret McKenzie, the NZSO and well known puppet characters these four concerts have sold incredibly well and expecting a sell-out. A film series runs throughout the season plus exclusive 'Behind the Seams' activities reveals the magic and mastery behind Jim Henson's work.

LUX – 18-27 May. A focussed and intimate experience along the waterfront, this free to public event lights up the end of Autumn and is expected to draw thousands of local people.

Wellington Jazz Festival – 6-10 June. Programme has been announced and tickets on sale now. This event will inject the usual enthusiasm and energy into winter. The Festival is working with bars and restaurants to deliver scheduled performances that will support and boost the sector and festival programme.

2018 Steinlager Series – All Blacks v France – 16 June. Wellington will host the second Test of the series. Sales are going well and the city expects to see large visitor numbers and a filled stadium. This is the first of two All Blacks tests the city will host in 2018.



WREDA

Venues Wellington

Q3: January – March 2018

Wellington Regional Economic Development Agency

WellingtonNZ.com

Events and Sales activity

The Venues Wellington sales teams continued in Q3 to drive conversion of event enquiries for the remainder of the financial year to optimise venue utilisation in the current year.

In this quarter the venues WREDA manages hosted over 49 business events and conferences that together enjoyed 47,388 delegates. This quarter reflects the number of community events that take place in the early part of the year in our venues.

It has been a busy start to 2018 for the Performances team; 48 events have been delivered with a total of 101 performances and seen 84,701 patrons through the venues, 16,249 people were from outside the Wellington region.

Event highlights include sold out performances for Jimmy Carr, Macklemore, and successful delivery of the biannual New Zealand Festival which included 72 performances in the WREDA managed venues over a three week period. Delivery of the 2018 seasons have now commenced for resident hirers such as the Royal New Zealand Ballet, New Zealand Symphony Orchestra and Chamber Music New Zealand.

Winetopia, who held their first Wellington event in Shed 6 in 2017, have reconfirmed for June 2018 moving to the larger space of the TSB Arena following their success of 2017. The sales team have also secured a sold out performance for Tash Sultana in July, a highly anticipated theatre season of Chicago at the Opera House in September and confirmed the Capital E Children's Festival for early 2019.

February and March has shown in particular the versatility of our venues with a large Australasian Conference in situ for 4 days with 400 attendees participating in a city wide delivery which once again showcased the seamless and successful proposition Wellington is in the Business Events Market.



Operations

The Venues Operations team have launched a number of working groups in key focus areas, including accessibility, sustainability, customer experience and technology.

The team are finalising the design for the digital signage system to be rolled across the venues in Q4, improving customer migration through the venues, marketing and product displays.

The teams and our partner suppliers were kept busy through another large festival period, running all venues simultaneously. This emphasis must now be maintained to build capability to deal with a busy Q4 with some large concerts and heavy usage of the TSB Arena, Michael Fowler Centre and Opera House as the St James Theatre closes for seismic strengthening.

Considerable work has been carried out to prepare for and activate the clearing of the St James of theatre service equipment, the theatre has now handed over to the contractors for the project.

There is continued work with the WCC Property team on identifying venue improvements and updates





WREDA

Destination Development

Q3: January – March 2018

Wellington Regional Economic Development Agency

WellingtonNZ.com

Trails development

Regional Trails Framework

In Q3 WREDA employed a resource to deliver the Wellington Regional Trails Framework on behalf of the Councils of the region.

In Q3 the emphasis of the work has been meeting key stakeholders from Councils and User groups across the region to understand their perspectives and the challenges and opportunities they see and from this establishing a governance framework for the delivery of the project.

Simultaneously a marketing brief has been developed to drive a content plan to tell the stories of our trails through the WREDA marketing team and to identify the appropriate criteria for a regional trails website to house those stories and to provide information for visitors and locals alike.



Wellington City Venues

Indoor Arena

WREDA has in Q3 delivered a report that assesses the development of the strategic case for investment in a new fit-for-purpose performance arena for the region.

This work has considered the current performance event environment in New Zealand and Australia and the trends that will impact on that in the future. The report was presented to the WRS Committee in April; it examines the number of events that Wellington is missing out on and what it might expect should an appropriate venue be built.

The matters it provides details on include:

- The existing restraints in the number and type of events that occurs because of the deficiencies of the TSB Arena
- Changes and trends in the performance event sector across New Zealand and Australia
- The volume of business being enjoyed by Auckland (and specifically Spark Arena)
- The appropriate size of an Arena to maximise the opportunities for Wellington
- The alternative approaches to operational management that might be considered.

The next stage of work will consider the cost implications of the various alternative sites and the ongoing costs of operating an Arena.



Programme of Activity		Measure	2017/18 Target	YTD Actual Q3	YTD Budget Q3	2017/18 Forecast
Grow Business and Innovation	Business Support Development	No. of companies on the scale-up programme ⁽¹⁾	10	0	7	0
	Sector Events	No. of events supported in key sectors ⁽²⁾	3	3	1	8
	Regional Business Partner Programme	Number of actively supported businesses ⁽³⁾	445	326	333	445
	Creative HQ	No. of Wellington start-up ventures and early stage businesses on the CHQ Platform ⁽⁴⁾	25	52	12	55
		No. of acceleration programmes (Lightning Lab and Venture Up) ⁽⁵⁾	2	2	2	2
		No. of members in "Start-up Garage" ⁽⁶⁾	3,000	2,832	6	3,000
		No. of companies becoming investable ⁽⁷⁾	5	3	2	5
Attract Business and Investment	Screen Wellington	Conversion rate of logged enquiries to confirmed production or business ⁽⁸⁾	25%	28%	25%	25%
		Value of facilitated screen production ⁽⁹⁾	\$100m	\$82.2m	\$75m	\$100m
		Customer satisfaction survey ⁽¹⁰⁾	80%	88%	80%	80%
	Grow businesses and innovation	Number of jobs created from WREDA intervention ⁽¹¹⁾	335	110	251	335
Attract, Retain and Grow Talent	International Student Attraction	International student visas ⁽¹²⁾	6,930	4,640	5,200	6,930
		International student enrolments ⁽¹³⁾	9,200 (+8.2%)	Annual measure	Annual figure	9,200 (+8.2%)
		NZ Market share of International students ⁽¹⁴⁾	7%	7%	7%	6.50%
	Student Employment Pathways	Interns placed in priority sectors ⁽¹⁵⁾	225	263	150	275
	Talent Attraction	Net permanent and long-term arrivals ⁽¹⁶⁾	3,600	3,343	2,000	3,600
Wellington share of total net permanent and long-term arrivals ⁽¹⁷⁾		6%	5.82%	5.60%	6%	
Nurture Environment Conducive to Economic Growth	Partner / Stakeholder Engagement	Partner/Stakeholder satisfaction score with engagement ⁽¹⁹⁾	80%	Annual measure	Annual measure	80%
	Iwi Economy	Mana Whenua satisfaction score with engagement ⁽²⁰⁾	Set baseline	Annual measure	Annual measure	Set baseline

WREDA Key Performance Indicators – Quarter Three, 2017/18

Sources:

- 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 15, 18, 25, 29, 33, 34 – internal count of activity outputs and outcomes
12, 13, 14 – Student Applications, Visas and Permits report (Stats NZ)
16, 17 – Immigration/Migration Reports (Stats NZ)
21 – Commercial Accommodation Monitor (Stats NZ)
22 – Monthly Regional tourism estimates (MBIE/Stats NZ)
23 – International Visitor Arrivals (Stats NZ)
24 – Convention Activity Survey (MBIE)
26 – delegate number multiplied by Convention Activity Survey (MBIE) spend data
27 – Total number of tickets sold to people from outside the Wellington region multiplied the average visitor spend (Stats NZ) for visitors from the places tickets are sold
28 – Total number of tickets sold to Wellington region addresses

Programme of Activity		Measure	2017/18 Target	YTD Actual Q3	YTD Budget Q3	2017/18 Forecast
Grow the Visitor Economy	Visitor Marketing Campaigns	Total Commercial Guest Nights ⁽²¹⁾	3.2m	2.4m	2.25m	3.1m
		Visitor spend: Total ⁽²²⁾	\$2600m	\$1955m	\$2200m	\$2600m
		- International	\$860m	\$646m	\$660m	\$840m
		(of which from Australia)	\$240m	179m	\$175m	\$250m
		(of which from China)	\$79m	\$42m	\$47m	\$55m
		- Domestic	\$1700m	\$1309m	\$1300m	\$1720m
	Australian arrivals via Wellington Airport ⁽²³⁾	160.9K	118.9k	132k	155k	
	Business Events Wellington	NZ market share multi-day conferences ⁽²⁴⁾	18%	20%	18%	20%
		Number of international business event bids submitted and/or supported in FY ⁽²⁵⁾	20	35	10	45
		Value of business events (international and domestic) secured in FY ⁽²⁶⁾	\$15m	22.85m	\$7.5m	\$25.0m
	Venue Management	Value of expenditure by out of town venue attendees ⁽²⁷⁾	\$45.4m	\$56.0m	\$33m	\$66m
		Advance the Cultural well-being of Wellington – Number of Wellingtonians attending performance events at Venues Wellington ⁽²⁸⁾	290,720	230,867	232,576	290,720
		Total number of Events: ⁽²⁹⁾	624	449	295	615
- Performance		320	254	142	323	
- Conference		304	195	153	292	
Promote Wellington's Brand and Unique Identity	Major Events Programme	ROI via out of Wellington spend ⁽³⁰⁾	20:01	Annual Measure	Annual measure	20:01
		Economic value of major events invested in. ⁽³¹⁾	\$80m	\$85.9m	\$65m	\$98m
		Total event attendance ⁽³²⁾	700,000	555,583	550,000	739,083
	Media Programme	Visitor attraction stories in NZ, Australian media ⁽³³⁾	500	1180	375	1250
		Live, work, do business, invest stories in local NZ and Australian media ⁽³⁴⁾	85	90	70	105

WREDA Key Performance Indicators – Quarter Three, 2017/18

Sources:

- 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 15, 18, 25, 29, 33, 34 – internal count of activity outputs and outcomes
- 12, 13, 14 – Student Applications, Visas and Permits report (Stats NZ)
- 16, 17 – Immigration/Migration Reports (Stats NZ)
- 21 – Commercial Accommodation Monitor (Stats NZ)
- 22 – Monthly Regional tourism estimates (MBIE/Stats NZ)
- 23 – International Visitor Arrivals (Stats NZ)
- 24 – Convention Activity Survey (MBIE)
- 26 – delegate number multiplied by Convention Activity Survey (MBIE) spend data
- 27 – Total number of tickets sold to people from outside the Wellington region multiplied the average visitor spend (Stats NZ) for visitors from the places tickets are sold
- 28 – Total number of tickets sold to Wellington region addresses

WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY LIMITED
FINANCIAL REPORT FOR 9 MONTHS TO 31 MARCH 2018
(consolidated with Creative HQ, excludes Venues)

**STATEMENT
OF
COMPREHENSIVE INCOME**

STATEMENT OF COMPREHENSIVE INCOME	YTD Actual 31-Mar-18	YTD Budget 31-Mar-18	Variance YTD	FY Forecast 30-Jun-18	FY Budget 30-Jun-18	Variance 30-Jun-18
Revenue						
Event revenue	0	0	0	0	0	0
Shareholder grants	18,556,924	18,493,650	63,274	23,624,822	23,697,495	(72,673)
Government grants	993,792	1,179,012	(185,220)	654,800	654,800	0
Partner revenue	1,121,268	1,315,500	(194,232)	1,505,880	1,460,500	45,380
Visitor Centre	1,597,020	1,888,050	(291,030)	1,958,432	2,300,000	(341,568)
Sub lease and carpark revenue	71,351	24,000	47,351	47,714	24,000	23,714
Interest income	56,141	50,878	5,263	69,505	64,092	5,413
Other income	1,824,149	949,381	874,768	2,155,752	1,257,504	898,248
Total Revenue	24,220,645	23,900,471	320,174	30,016,905	29,458,391	558,514
Direct Costs						
Cost of sales	1,550,981	1,566,405	15,424	1,845,100	1,900,000	54,900
Wages (events etc)	0	0	0	0	0	0
Other direct costs	0	0	0	0	0	0
Total Direct Costs	1,550,981	1,566,405	15,424	1,845,100	1,900,000	54,900
Operating Expenses (overheads)						
Salaries and wages	9,484,555	9,440,098	(44,457)	12,599,093	12,675,197	76,104
Other employment costs	458,461	482,617	24,156	754,973	670,879	(84,094)
Occupancy costs	476,398	476,745	347	620,610	624,860	4,250
Marketing & activity expenses	10,217,499	10,768,039	550,540	12,619,062	11,954,950	(664,112)
Utilities	29,180	12,900	(16,280)	20,155	17,600	(2,555)
IT and communications	268,758	331,449	62,691	451,297	420,411	(30,886)
Insurance	11,836	16,000	4,164	16,836	16,000	(836)
Administration costs	441,601	350,317	(91,284)	613,796	636,529	22,733
Vehicle expenses	37,632	35,784	(1,848)	50,545	47,712	(2,833)
Travel costs	21,525	6,800	(14,725)	135,892	133,592	(2,300)
Professional fees	94,374	130,003	35,629	35,675	30,000	(5,675)
Director fees	158,032	148,500	(9,532)	125,015	150,000	24,985
Other operating expenses	0	0	0	0	0	0
Total Operating Expenditure	21,699,851	22,199,252	499,401	28,042,949	27,377,730	(665,219)
Total Expenditure	23,250,832	23,765,657	514,825	29,888,049	29,277,730	(610,319)
Net Surplus/(Deficit) before Depreciation and Tax	969,813	134,814	834,999	128,856	180,661	(51,805)
Interest expense	0	0	0	0	0	0
Depreciation	124,359	75,605	(48,754)	142,250	133,481	(8,769)
Movement in investment valuation	0	0	0	0	0	0
Taxation expense	78,072	0	(78,072)	163,450	0	(163,450)
Net Surplus/(Deficit)	767,382	59,209	708,173	(176,844)	47,180	(224,024)

WREDA currently has a surplus higher than budgeted, due to timing of expenditure compared to budget. As has occurred over recent years Q4 will see significant expenditure occur and this will bring our actual result toward budgeted.

Our year end forecast position is also reflective of the surplus that we made in the 2017-year end, which was due to accounting treatment of some of our revenue. Using the same accounting treatment methodology in the 2018 financial year, some of this revenue will be spent in the 2018 year bringing us to the deficit position. When preparing the 2018 budget we were not anticipating treating revenue this way during 2017.

A reduction in government grants is attributable to our subsidiary, Creative HQ and this is a result of a slow down after the change of government last year. As these programmes are matched against expenditure when they occur, there is no risk to the yearend surplus as a result.

Our Visitor Centre sales income (tourism related) continues to improve since an initial drop off in income after the relocation of the Visitor Centre to outside the MFC after the 2016 earthquake. It does however continue to track below budget YTD but a positive 17/18 cruise season and favourable weather over the Wellington summer has seen this income improve toward budget month by month.

During the quarter we have taken external advice on how we treated some ticketing agency income in relation to ticketing agreements and have adjusted our treatment of revenue versus cost of sales in the period to reflect commission only in the year for some of our ticketing contracts. This has no effect on the bottom line result. The Visitor Centre will again be subjected to difficult trading conditions whilst the Town Hall strengthening project occurs next door. We are currently working through various scenarios to minimise the impact disruption to our Visitor Centre and visitors.

WREDA, the parent, has seen a positive financial impact to its relocation of its non MFC staff to Victoria Street in April 2017. Savings have been higher than anticipated and this along with an emphasis on rigorous analysis of staffing requirements as staff have left the organisation is resulting in the ability to have more agility in funds available for deployment into programmes of work as opportunities arise during the year. This can be seen in an increase in forecasted marketing and activity expenses at year end compared to budget.

STATEMENT OF FINANCIAL POSITION – AS AT 31 MARCH 2018

STATEMENT OF FINANCIAL POSITION	As at 31-Mar-18	Budget 31-Mar-18		FY Budget 30-Jun-18
Shareholders Equity				
Paid up capital	1,000	1,000		1,000
Retained earnings	2,380,290	1,672,117		1,518,256
Total Shareholder/Trust Funds	2,381,290	1,673,117		1,519,256
Current Assets				
Cash and cash equivalents	3,217,163	1,803,117		1,618,445
Other current assets	1,033,121	675,000		595,724
Total Current Assets	4,250,284	2,478,117		2,214,169
Investments	1,413,177	1,400,000		1,400,000
Non-current Assets				
Fixed assets	464,747	325,000		288,200
Other non-current assets	0	0		0
Total Non-current Assets	464,747	325,000		288,200
Total Assets	6,128,208	4,203,117		3,902,369
Current Liabilities				
Accounts payable	505,512	1,400,000		1,262,677
Other current liabilities	3,241,406	1,130,000		1,120,436
Total Current Liabilities	3,746,918	2,530,000		2,383,113
Non-current Liabilities				
Total Liabilities	3,746,918	2,530,000		2,383,113
Net Assets	2,381,290	1,673,117		1,519,256

WREDA is in a positive cash holding position and has no issues with the aging of receivables.

WREDA has had to incur earlier than anticipated technology replacements during the year which has assisted in higher than budgeted holdings of fixed assets. This higher balance is also reflective of the subsidiaries asset purchase programme with increasing delivery of programmes of work. Additionally, WREDA finished the previous financial year with higher than anticipated fixed assets, which resulted in the financial year starting with higher assets than budgeted.

STATEMENT OF CASH FLOWS FOR THE SIX MONTHS ENDED 31 MARCH 2018

STATEMENT OF CASH FLOWS	YTD Actual 31-Mar-18	YTD Budget 31-Mar-18	FY Budget 30-Jun-18
Opening Cash	1,706,958	2,100,000	2,100,000
Operating Cash Received	24,854,039	23,849,593	29,057,895
Operating Cash Paid	(23,250,832)	(24,167,354)	(29,543,542)
Other Receipts	56,141	50,878	64,092
Other Payments	(149,143)	(30,000)	(60,000)
Closing Cash	3,217,163	1,803,117	1,618,445

WREDA has no cash flow issues.



Report 18.241
Date 11 June 2018
File CCAB-15-236

Committee Wellington Regional Strategy Committee
Authors Samantha Seath, Wellington Regional Strategy Office, and Barry Turfrey, Wellington City Council

WREDA Final Statement of Intent 2018-21

1. Purpose

To receive the Wellington Regional Economic Development Agency's (WREDA) final Statement of Intent (SOI) for 2018-2021.

2. Background

Under the Local Government Act 2002, council controlled organisations are required to submit a draft Statement of Intent to the shareholders on or by 1 March. As a matter of good practice, the Wellington Regional Strategy Committee (the Committee) precedes this with a Letter of Expectation which outlines any matters to be considered in respect of the draft Statement of Intent.

Following the Committee's review of the draft Statement of Intent, WREDA must produce their final Statement of Intent by 30 June 2018.

3. Comment

The Committee considered the draft Statement of Intent at their meeting on 24 April 2018. As a result, the Committee sent WREDA a subsequent letter, outlining the matters that the Committee wanted to be considered in WREDA's final Statement of Intent.

A copy of the Committee's letter is included as [Attachment 1](#).

The major points raised in the letter were:

- Outline how programmes will be split between Creative HQ and WREDA, noting that economic development remains a core activity of WREDA.
- That the expanded activities of Creative HQ have appropriate outcomes and measures.

- Ensure that WREDA will have appropriate oversight of Creative HQ's expanded role.
- Note the source of the performance measures and ensure the targets have some stretch in them.
- Acknowledge the work being undertaken in the various economic strategies and plans including WREDA's role.
- Other additional information, such as the impact of climate change.

4. Discussion

Officers have reviewed WREDA's final 2018-21 Statement of Intent, which is included as [Attachment 2](#).

Matters raised by the Committee have been responded to. In particular:

- WREDA have appointed their Chief Executive and one of their directors onto the Board of Creative HQ, to ensure the appropriate level of oversight.
- The expanded activities of Creative HQ do not involve a transfer of WREDA's economic development activities to it; rather Creative HQ having some additional funding to increase their existing activities.
- The source of the performance measures has been noted and some measures have had a degree of stretch added.
- The importance of the Wellington Regional Investment Plan and similar plans has been noted, along with WREDA's role.
- Additional information, including some new performance measures have been added

5. Communication

No communication is required.

6. Consideration of climate change

The matters requiring decision in this report are of a procedural nature and do not require consideration of climate change.

7. The decision-making process and significance

Officers recognise that the matters referenced in this report may have a high degree of importance to affected or interested parties.

The matter requiring decision in this report has been considered by officers against the requirements of Part 6 of the Local Government Act 2002 (the Act). Part 6 sets out the obligations of local authorities in relation to the making of decisions.

7.1 Significance of the decision

Part 6 requires Greater Wellington Regional Council to consider the significance of the decision. The term ‘significance’ has a statutory definition set out in the Act.

Officers have considered the significance of the matter, taking the Council's significance and engagement policy and decision-making guidelines into account. Officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

7.2 Engagement

In accordance with the significance and engagement policy, no engagement on the matters for decision is required.

8. Recommendations

That the Committee:

1. *Receives the report.*
2. *Notes the content of the report.*
3. *Notes that WREDA has constructively addressed the requested changes to their final Statement of Intent.*
4. *Receives WREDA's final Statement of Intent*

Report prepared by:

Barry Turfrey
Wellington City Council

Report prepared by:

Samantha Seath
Wellington Regional
Strategy Office

Report approved by:

Luke Troy
General Manager, Strategy

Attachment 1: Letter from the WRS Committee to WREDA

Attachment 2: WREDA's final Statement of Intent 2018-21



7 May 2018

Peter Biggs
Chair
Wellington Regional Economic Development Agency (WREDA)
P O Box 10017
Wellington
pbiggs@assignmentgroup.com

WREDA Statement of Intent (SOI) 2018-2021

Dear Peter

Following the Wellington Regional Strategy Committee meeting on 24 April I have noted below the matters raised by the Committee in respect of WREDA's draft SOI.

1. WREDA intends to utilise to a greater extent the expertise of Creative HQ (CHQ). While the Committee is comfortable with this, they would like to see in the final SOI;
 - Details of how the programmes will be split between WREDA and CHQ, noting that that economic development remains a core business of WREDA.
 - Clearly articulated outcomes and performance measures for the expanded activities of CHQ.
 - Ensuring that WREDA has appropriate oversight of CHQ's expanded role.
2. The increased funding to Major Events, in the next and subsequent years should be reflected by increases in both attendance and the economic return targets.
3. The source of the performance measures should be noted and other organisations acknowledged where they have also played a role in achieving the measure.
4. Ensure that there is a clear line of sight between WREDA actions and the outcomes being measured, in addition the targets should have a degree of stretch in them.
5. WREDA's vision is;

To be the most prosperous, liveable and vibrant region in Australasia by 2025

The final SOI should include discussion on how progress against the vision is and will be measured.
6. The final SOI should acknowledge the work that is taking place with the Wellington Regional Investment Plan, Wairarapa Economic Development Strategy and the Maori economy and that WREDA will need to potentially resource itself to be able to deliver on new agreed programmes.

7. The Committee recognised that climate change was not addressed as a risk in the draft Statement of Intent, and would like WREDA to consider this in the final version.
8. Other matters that could be addressed in the SOI are;
 - Discussion on the constraints to economic growth.
 - Expansion on the economic growth activities that may arise from the new visitor infrastructure.
 - Consideration of council shared services to reduce its cost base.

As per the Councils/WREDA funding agreements, we look forward to receiving the final SOI by the 15th of June.

Yours sincerely,

Justin Lester
Chair
Wellington Regional Strategy Committee

cc: Lance Walker lance.walker@wellingtonnz.com



**WELLINGTON REGIONAL ECONOMIC
DEVELOPMENT AGENCY**

**STATEMENT OF INTENT
2018 - 2021**

Table of Contents

Foreword.....	3
1. Purpose of the SOI.....	4
2. About WREDA	5
3. Vision for Wellington.....	7
4. WREDA’s Contribution to the Wellington Regional Strategy.....	8
5. WREDA’s Key Goals	9
6. Key Activities and Programmes.....	10
7. Programme of Activity Description Table	11
8. Internal Management	21
9. Performance Measures	24
10. Constraints, Risk and Mitigation	28
Appendices.....	30

WREDA STATEMENT OF INTENT 2018-21

Foreword

This Statement of Intent (SOI) sets out the Wellington Regional Economic Development Agency's strategic framework, activities and performance measures for the next three years.

Through the Letter of Expectation, the Wellington Regional Strategy Committee has articulated an expectation that WREDA will use its resources to support, facilitate and contribute to the growth in Wellington's economic performance that is aspired to by the communities that make up this region. WREDA's specific activities towards this aim are detailed in this SOI.

WREDA's commitment is to advance the prosperity, vibrancy and liveability of the Wellington region through a programme of work that is based on promoting and substantiating the unique character of our city-region, supporting existing and new businesses to thrive, and driving projects which lead to enhanced economic growth. Our vision is for Wellington to be the most prosperous, liveable and vibrant region in Australasia by 2025.

Over the next three years WREDA will work closely with its shareholders, other territorial authorities, agencies of central government and the private sector to build a Wellington which is more famous, has more for people to enjoy, and in which business is enabled to grow on a stronger platform that is injected with innovation and inspiration.

Peter Biggs
Chair

WREDA STATEMENT OF INTENT 2018-21

1. Purpose of the SOI

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of the Wellington Regional Economic Development Agency (WREDA) for the next three years, and the objectives to which those activities will contribute. It is written in response to the Wellington Regional Strategy (WRS) Committee's December 2017 Letter of Expectation (refer to Appendix).

2. About WREDA

2.1 Who we are

WREDA is the Wellington region's Economic Development Agency. It is owned by Wellington City Council (WCC) and Greater Wellington Regional Council (GWRC), on behalf of the region. Funding for WREDA activities comes from these two councils, central government, other local and central government agencies and the private sector.

2.2 WREDA's purpose and aim

WREDA is the region's marketing and destination story telling engine promoting Wellington as the most liveable and vibrant region in Australasia, and establishing a platform for the regions businesses to prosper.

Our aim is to tell and substantiate the Wellington story in a compelling and distinctive way, providing the unifying narrative for the region and a context for all other activity directed towards our ultimate outcomes of vibrancy, liveability and prosperity. We express this in our purpose of making the Wellington region wildly famous.

We will be New Zealand's best destination marketer, facilitator of a stronger regional economy, accelerator of business start-ups and growth, builder of cross sector support for workforce development, venues manager and curator of a vibrant events programme.

To achieve this aim we will work closely with key partners including councils, government agencies, individual businesses and business organisations, institutions and venue service providers, and ensure that they too understand and support that story.

WREDA works in a collaborative, focussed, innovative, action-oriented, engaging and bold manner. WREDA empowers our people to make good decisions.

2.3 What we do

WREDA's work in 2018-19 will focus on delivering upon a strong and consistent Wellington story, and on specific interventions or actions that can make a significant difference to the Wellington regional economy and are appropriate for a Council Controlled Organisation.

Much of WREDA's work revolves around promoting and marketing Wellington as a destination (for tourists, migrants, students, businesses, and investors) and establishing an environment where all businesses have the opportunity to flourish and innovate. WREDA recognises that there are business sectors for which Wellington has, or is becoming, famous. WREDA will prioritise these sectors in driving our economy and the interest that they create in positioning Wellington as a region that is more desirable than any other.

WREDA STATEMENT OF INTENT 2018-21

The environment we create is made vibrant through our delivery of a number of programmes. These include management of key venues in Wellington city and the attraction of significant international and domestic business and consumer events. We are also involved in the delivery of key programmes in areas like international student attraction and facilitating film production. WREDA considers whether programmes of activity it delivers are appropriate for investment by other private and public organisations and businesses. Where such investment is found it leverages the public investment and creates working partnerships which help WREDA determine the best and most appropriate interventions.

In 2018/2019 WREDA will work with its key stakeholders and partners to expedite the progress of key programmes and projects identified by the Wellington Regional Strategy Committee and its Office from the formation of the Wellington Regional Investment Plan. WREDA will take the lead on projects to which it can offer the appropriate resource and skills, especially where these projects are the identification of how the region can leverage major investment projects to get better commercial returns or to further enhance the vibrancy and liveability of the Wellington region.

To take on this role it is proposed that the way WREDA organises its regional economic growth programmes will change:

- WREDA will leverage Creative HQ's proven experience to accelerate the growth and expansion of innovative new businesses, especially in the tech sector
- The business growth resources of WREDA will be focused on delivering specific programmes that contribute in a tangible way to the growth of the regional economy.
- Similarly, to establish working groups with employers and education institutions WREDA will employ a project management approach to establish a results led culture that enables decision making to drive capability in workforce development.

3. Vision for Wellington

Consistent with the Wellington Regional Strategy, WREDA's vision for Wellington is:

**To be the most prosperous, liveable
and vibrant region in Australasia by 2025**

The vision is deliberately bold. It demands that Wellington exceed expectations, compete in a global context, and become internationally recognised as a leading city-region.

We see Wellington as 'the place of the possible', a destination of choice to visit, study, work, live, invest and succeed.

We will know Wellington has achieved this vision when it:

- Enjoys constant recognition by people in other places as one of the best city-regions in the world to visit, live, learn and do business
- Is growing sustainably;
- Has an outstanding events programme befitting New Zealand's most vibrant city region;
- Is exceptionally connected, both internally and globally;
- Is an acclaimed hub of creativity culture and technology.

In conjunction with the activities of other local and central government agencies, and the private sector, delivering on the activities noted in this Statement of Intent will support progress towards the vision of being the most prosperous, vibrant and liveable region in Australasia.

To achieve this vision not only does Wellington have to demonstrate these characteristics but its reputation needs to be heard far and wide. WREDA plays the critical role in leading the telling of the Wellington story to the world – in making the Wellington region wildly famous.

4. WREDA's Contribution to the Wellington Regional Strategy

WREDA works towards achieving the goals of the Wellington Regional Strategy (WRS). There are a number of other policies, plans and strategies of local government in the Wellington region with which our work is aligned to further keep the Wellington economy growing.

Wellington Regional Strategy and Regional Investment Plan

This Strategy was developed by the nine local authorities in the region, working in tandem with central government and business, education, research and voluntary sector interests. The Strategy, which was created prior to the formation of WREDA, was most recently refreshed in 2012.

WREDA programmes activate across the six focus areas of the Wellington Regional Strategy:

1. Commercialisation of Innovation
2. Investment mechanisms for Growth
3. Building World Class Infrastructure
4. Attracting Business, Investment and Talent to the region
5. Education and Workforce development to service the regional economy
6. Open for Business

The WRS aims to build a resilient, diverse economy - which retains and creates jobs (especially high-value jobs), supports the growth of high-value companies and improves the region's position in relation to New Zealand's Gross Domestic Product (GDP) and employment. Taking the stories of Wellington and telling them to a global audience through marketing, storytelling and media activity is an important part of this.

At the beginning of 2018 the Wellington Regional Strategy office commenced work on the development of a Wellington Regional Investment Plan, Wairarapa Economic Development Strategy and Maori Economic Development Strategy. WREDA is involved with all of these plans and strategies. It is envisaged that the outcomes from this work may result in new areas of focus for WREDA in terms of activating new agreed programmes of work. It is acknowledged that WREDA will need to manage its resources in such a way that it is able to deliver on these new agreed programmes.

Policy Alignment with Wellington City Council

WREDA also aligns its work with a number of specific policies of Wellington City Council these include its Economic Development Strategy, the Events Policy, the Arts and Culture Strategy and Wellington Towards 2040: Smart Capital.

In particular WREDA activates the policies of Wellington City Council in regards to:

1. Driving the Visitor Economy
2. Developing, growing, attracting and retaining events both in Venues Wellington and across the region
3. Managing several Wellington City Council civic venues and running the major events attraction programme.

WREDA STATEMENT OF INTENT 2018-21

5. WREDA's Key Goals

In the latter part of 2017 WREDA categorised its activities as the 'Big 6' so that stakeholders with whom WREDA works were better able to understand its activity relative to that of the previous organisations which were amalgamated under the WREDA banner. All these activities inter-relate and some areas of work such as partnering with Māori and growing the tourism economy cut across all the areas of work defined in the *Big 6*.

The *Big 6* also served the internal purpose of focussing WREDA team members by challenging their activation of work in asking the question of any initiative. The initiatives the WREDA team and partnerships now activate will supercharge Wellington's events, pump NZ's creative heart, accelerate the big projects, talk up tech, sell student city, or ramp up business growth.

The traction that WREDA gained late in 2017 through applying this far more focussed action framework will propel WREDA further forward as it pursues its *Key Goals* in the year ahead. To achieve these goals WREDA will continue to assess its placement of resources and as required move them to deliver increased impact on the economic vitality of the Wellington region.

WREDA has identified the following key goals for the period of this Statement of Intent:

- Promote the region's brand and identity and tell Wellington's stories that will:
 - a. Grow the visitor economy
 - b. Attract and retain business, skill and talent in the region
 - c. Attract an increased number of students to the region
- Grow and expand innovative new businesses, especially in the creative and tech sectors
- Be a partner in the Māori Economy
- Work with others to leverage opportunities from new investment in the region
- Build workforce and employer capability
- Deliver an unrivalled business, consumer and major events programme
- Utilise the management of Wellington City venues to make Wellington more vibrant and deliver an outstanding customer experience.

These key goals inform the development of programmes of activity for WREDA to which the board will attach specific success measures (KPIs) to ensure effective measurement and tracking of delivery. The KPIs are selected to be consistent with improved prosperity, liveability and vibrancy and achievement of these KPI's will demonstrate progress towards the vision. Wider regional economic indicators, which are impacted by a range of factors outside of WREDA's direct control, will also be monitored.

The full performance measurement framework is articulated in the remainder of the SOI.

WREDA STATEMENT OF INTENT 2018-21

6. Key Activities and Programmes

The Wellington Regional Strategy Focus Area, Wellington City Council Policy and WREDA Goal Matrix

	Commercialisation of Innovation	Investment Mechanisms for Growth	Building World Class Infrastructure	Attracting Business, Investment and Talent to the Region	Education and Workforce Development to Service the Regional Economy	Driving the Visitor Economy	Develop, Growing, Attracting and Retaining Events both in VenuesWellington and across the region	Open for Business
Promote the region's brand and identity				✓		✓	✓	✓
Grow the Visitor Economy			✓	✓		✓	✓	
Attract and retain business, skill and talent in the region				✓	✓	✓		
Attract an increased number of students to the region				✓	✓	✓	✓	
Grow and expand innovative new businesses especially in the creative and tech sectors	✓	✓		✓	✓	✓	✓	✓
Be a partner in the Māori Economy	✓	✓	✓		✓	✓	✓	✓
Work with others to leverage opportunities from new investment in the region	✓	✓	✓	✓		✓	✓	✓
Build workforce and employer capability		✓		✓	✓	✓	✓	
Deliver an unrivalled business, consumer and major events programme	✓		✓	✓	✓	✓	✓	✓

The vision of being the most prosperous, liveable and vibrant region in Australasia by 2025 is a deliberately bold statement. WREDA will in 2018-19 reconsider the alignment of this vision, the key goals we have set out, the Key Performance Indicators by which our contribution to this vision is measured, and the benchmark indicators that reflect the prosperity of the Wellington region economy. In this consideration WREDA will examine the need to change or introduce new KPI's or benchmark indicators such that the journey travelled towards our goal can be better measured.

7. Programme of Activity Description Table

The following section lists and describes WREDA's programmes of activity. It should be noted that a number of the activities described will be carried out through WREDA's subsidiary, Creative HQ. The Creative HQ board reports to the WREDA board, the WREDA CEO and a representative from the WREDA board sit on the Creative HQ board and Creative HQ management works on a daily and collaborative basis with WREDA management.

The activities that are delivered through WREDA's subsidiary Creative HQ are clearly defined in section 7.2 of this document and the outcomes delivered by the activities Creative HQ carry will be measured through our organisational key performance indicators.

WREDA STATEMENT OF INTENT 2018-21

7.1 Promote the region's brand and identity

Programme	Description
<i>WREDA as the region's marketing and destination story telling engine - Making the Wellington region wildly famous</i>	
Leverage Digital Platform	Maintain and enhance WellingtonNZ.com and the Venues Wellington website experience to grow Wellington's digital audience and continually provide new content that will provoke digital visitors to visit, study, meet, invest and move to Wellington. Provide website platform for utilisation by other organisations / districts etc. to further leverage the investment made in WellingtonNZ.com
Drive Media Programme	Pro-actively generate media coverage highlighting Wellington's economic success stories and data releases to enhance the reputation of Wellington as a place of innovation, a place to visit, do business and to enjoy life. Deliver a multi-sector media programme that utilises third party writers/journalists/bloggers to showcase and promote Wellington in target geographical locations and business sectors. Continue to work in partnership with central government agencies (Tourism NZ, Immigration NZ, NZTE, ENZ etc.) to drive content to media in wider international markets. Position Wellington as a global leader of GovTech and the place where other jurisdictions come to innovate using Lightning Lab GovTech which provides an experimentation environment for new ideas in public sector administration.
Enable Arts Capitalisation	Through our investments in the events fund, management of the major Venues, and engagement with the Arts and creative sectors we will collaborate to enhance business/producer capability and refocus Wellington's creative brand reputation.
Grow the visitor/tourism economy	
Australasian Visitor / Tourism Marketing Campaigns	Deliver targeted seasonal domestic marketing campaigns in partnership with Wellington commercial partners to increase visitation at quieter times of year, for instance by promoting event programmes. Execute Australia market visitor campaign in air-linked Australian cities with city, air sector and regional partners including Tourism New Zealand, Air New Zealand and Singapore Airlines. Provide marketing support to Major events such as World of Wearable Arts and Visa Wellington On a Plate. Represent Wellington in international visitor markets through participation in Tourism New Zealand-led international trade familiarisation and media programmes.
Long Haul Visitor / Tourism trade marketing activity	Work with tourism industry partners to deliver increased international visitor numbers from target markets across the world through travel-trade programmes in coordination with the activities of Tourism New Zealand. Specifically increase activity in China to increase Wellington's market share of Chinese visitors to New Zealand.
Enable Regional Promotion Through Events	Promote events happening in the city, region and in Venues Wellington to highlight the wealth of different experiences to be had by visitors to and residents in the region. Secure event product that reflects Wellington's creative and arts interest and that leverages the visitation of international artists and talent through supporting media and

WREDA STATEMENT OF INTENT 2018-21

	<p>promotional programmes. Work with visitor attractions, for example Te Papa, to promote visitation at otherwise quieter times of the year.</p> <p>Provide promotional support to conferences happening in Wellington to increase delegate numbers particularly in targeted sectors for growth in Wellington such as the tech sector.</p>
i-SITE Visitor Information Centre	<p>Enhance the visitor experience in Wellington through operation of the Wellington i-SITE Visitor Information Centre. Promote and sell Wellington tourism product and support cruise passenger management.</p> <p>Redevelop the interior of the MFC i-SITE location to integrate regional story telling into the visitor experience</p>
Attract and retain business, skill and talent in the region	
Drive Media Programme	<p>Pro-actively generate media coverage highlighting Wellington's Tech sector success stories to enhance the reputation of Wellington as a place to do business and to enjoy life. This work will maximise the exposure of Wellingtons AR/VR and AI sectors as being world leading. Utilise third party writers/journalists/bloggers to showcase and promote Wellington's Tech sector in target geographical locations and audiences.</p>
Talent Attraction	<p>Responding to the Labour Market plan for the region WREDA will deliver marketing and PR campaigns in key domestic and international markets to attract target-sector, skilled migrant talent to the Wellington region, particularly in the tech, screen and creative sectors. WREDA will partner with the Edmund Hillary Fellowship and Immigration New Zealand to attract Global Investment Visa applicants to locate in the Wellington region.</p>
TechWeek	<p>We will be a Partner City to NZ Tech to drive exposure and interest in tech in Wellington and help position the region as a leading tech centre through continued participation in TechWeek.</p>
Attract increased number of students to the region	
International Education agent partnerships	<p>WREDA will work with international student recruitment agencies, promoting the regions education establishments through events and familiarisations of the region in conjunction with Education New Zealand.</p>
Marketing to prospective students	<p>WREDA's marketing team will work with education providers to position Wellington as the most attractive student region in New Zealand through marketing campaigns.</p>

WREDA STATEMENT OF INTENT 2018-21

7.2 Grow and expand innovative new businesses especially in the creative and tech sectors

Programme	Description
<i>Creative HQ leading the way in innovation, start-ups, acceleration and scale-ups.</i>	
Business Start-ups, Incubation and Scale-ups.	<p>Through Creative HQ we will deliver incubation services for start-ups and scale-ups in the Wellington region whilst also establishing Creative HQ's incubation platform ('Scale') as the de-facto standard in New Zealand.</p> <p>Through this activity we will increase the number of ventures utilising the platform in order to move those companies to graduate to investable status. Creative HQ's extensive alumni will be continue to be worked with to promote their growth and development.</p> <p>Our Community Engagement initiatives through Creative HQ will focus on building on the strong foundation of community based programmes we have established and developed over the last three years. Key initiatives in this area include:</p> <ul style="list-style-type: none"> • Growing the community platform "Start-up Garage" to 3500+ members • Delivering a hackathon in Wellington that will contribute to the city's positioning of being New Zealand's innovative and creative capital <p>We will deliver a structured innovation programme for Wellington's creative sector that focuses on helping develop business skills, commercial propositions and value creation for the small to medium sized businesses in this sector</p> <p>We will deliver a new digital interface – for businesses, innovators and entrepreneurs in the Wellington Region to be able to access the services that are provided by Creative HQ, the Regional Business Partner Programme and business development professionals across the Wellington region. This will target those business that are looking to grow through innovation, scaling and a broadening of IP.</p>
Business Growth Acceleration	<p>Through Creative HQ we will deliver industry-specific acceleration programmes through our Lightning Lab brand.</p> <p>In particular the focus for FY2018-19 will be on GovTech, FinTech, Food/AgriTech and exponential technologies such as artificial intelligence, mixed realities and autonomous transport.</p> <p>GovTech – public sector innovation through structured programmes and the use of 21st century methodologies and technologies – provides Wellington with an excellent opportunity to lead this exciting new industry vertical globally. New Zealand has an excellent international reputation and is seen as progressive, neutral, innovative and stable – for the development of new approaches and government services using new technologies and a focus on human centred design.</p> <p>In addition, Creative HQ will also focus on increasing diversity and inclusiveness in our programmes, delivering wider social impact with the continued roll out of programmes such as Kōkiri – the acceleration programme for Māori entrepreneurs and Venture Up – the youth entrepreneurship acceleration programme.</p>
Emerging industries	<p>Through Creative HQ we will work directly with 'ProjectR' and the AR / VR companies they house to accelerate those companies growth and further generation of start-ups in this sector</p>

WREDA STATEMENT OF INTENT 2018-21

7.3 Be a partner in the Māori Economy

Programme	Description
Working in partnership with Māori to maximise the potential of the Māori economy in the Wellington region	
Developing a regional Māori Economic Development strategy with Māori	Work with Māori and others to understand the economic development needs of the Māori economy - In partnership with Ara Tahi, GWRC and others work towards the development and implementation of a regional Māori Economic Development strategy. This will include gaining a full understanding of the regional Māori economy, identifying resource and capability needs and developing action plans to support the growth of the Māori economy of the region.
Creating commercial opportunity through the development of Māori tourism opportunity	Work with Tangata Whenua to support their telling of the stories of the Wellington region through both established and nascent tourism ventures. Provide support for Māori tourism businesses from market intelligence and start-up advice.
Maximising the business and cultural opportunity provided through events	WREDA, in partnership with Mana Whenua and Māori business, will leverage Te Matatini 2019 to maximise economic opportunities for Wellington and showcase Wellington's Māori identity. Activity will celebrate and showcase Māori culture and innovation and provide a vehicle to leverage Māori business and investment opportunities.

WREDA STATEMENT OF INTENT 2018-21

7.4 Work with others to leverage opportunities from new investment in the region

Programme	Description
<i>WREDA working with key stakeholder groups to enable an improved platform for economic growth in the Wellington region.</i>	
Local / Central Government engagement	WREDA will as appropriate work with the Wellington Regional Strategy Office to identify the ways in which the region can access the new Provincial Growth Fund for projects which will boost the Wellington region economy. WREDA will work with local authorities and the Regional Council as appropriate to identify the projects which meet the necessary criteria.
Incentives for commercial investment	WREDA will deliver a report to examine the role of local government incentive schemes and their place and success or otherwise in growing business investment in other jurisdictions similar to the Wellington region
Policy Advocacy	By forming coalitions of interest and employing compelling arguments, we will influence central government policy formation through working with other regions and representative groups for the betterment of Wellington in areas that directly affect the programmes of activity we work on.
Screen Wellington	Work with the NZ Film Commission and other regional film offices around New Zealand to bring forward the decisions made to shoot films in Wellington, facilitated by film permitting services of Screen Wellington. Be the on-the-ground support for those looking to choose to make films in the Wellington region. We will work with the screen sector to identify their infrastructure needs in the region.
Trails framework	Deliver the implementation programme of the Wellington Regional Trails Framework
Student experience	The tertiary education institutions in Wellington invest significantly in improving the student experience of Wellington. WREDA will work with these organisations to support initiatives of theirs.
WREDA working with the Wellington Regional Investment Plan to leverage other public investment projects	
Partnering the Wellington Regional Investment Plan	<p>WREDA will be a partner to the Wellington Regional Strategy Office and the Councils of the region in the establishment of the Wellington Regional Investment Plan (WRIP). WREDA will work with other participants to identify programmes that it can lead that will derive benefit to both the region as a whole and individual communities within the region. Frequently these programmes are likely to involve investigating and reporting to the effected parties about the opportunities that new major investment in projects identified by the WRIP could lead to, and then securing public/private sector funding to deliver such opportunities as appropriate.</p> <p>WREDA's role as facilitator and advocate means that is unlikely to be the lead in major capital projects but can play an important role in advocacy by telling the story of the opportunities that will assist in accelerating major projects including roading and rail, port redevelopment, airport extension and resultant land use opportunities.</p> <p>The leveraging programmes we work on may be considered to work under the thematic sub-heading "Economic Development" identified by the WRIP – making the most of comparative advantage, new opportunities opened up by improved transport connectivity, and leveraging place-making initiatives for the region.</p> <p>There are a number of regional development initiative programmes of activity that</p>

WREDA STATEMENT OF INTENT 2018-21

	<p>WREDA is already involved in that may be considered for work in this stream. These include:</p> <ul style="list-style-type: none"> · Establishing a region-wide understanding of the audiences that will use sport / performance / entertainment facilities in the future to support investment making decisions. · Utilize the Technology Valley initiative to prompt increased direct correlation between the domiciling of CRI's such as ESR and Callaghan in the Wellington region and the development of the sub-sectors and disciplines they represent such as the commercialization of Artificial Intelligence concepts. Leverage Creative HQ's operation of 1st Assembly as a springboard to building networks which support the Tech Valley concept · Establish the relationships and process for delivering on the business case to establish a high performance sports campus and other complementary activities on the former site of CIT · Support the consenting process for the Porirua Adventure Park. Upon consent, work with the investor and Porirua to develop promotional plans. Explore how the Adventure Park can be a catalyst for other initiatives made possible by Porirua's improved connectivity provided by the Wellington Northern Gateway motorway development · Establish what type of inward investment might be attracted through commercial development that leverages accessibility provided by the new Wellington Northern Gateway Motorway. · Detail what type of new business opportunities and investment can be attracted by the delivery of an improved rail link between the Wellington urban region and Wairarapa. · Provide expertise to individual territorial authorities to assist them in designing their own visitor promotion, tourism product and tourism infrastructure needs. This work will inform WREDA's wider regional marketing activities.
Visitor Infrastructure	<p>Work in partnership with stakeholders and investors in the forwarding of planning for and delivery of a variety of major visitor / venue infrastructure projects:</p> <ul style="list-style-type: none"> · Convention Centre and Movie Museum – develop internal planning of Convention Centre ready for build. · Entertainment Arena – Continue investigation into business case for development with consideration of future demands for entertainment venues across the region · Civic Music Hub and Wellington Town Hall auditorium – continued work with investment partners on the reopening, management and promotion of the Town Hall auditorium for events. · Hotel development in Wellington and sub-regional centres

WREDA STATEMENT OF INTENT 2018-21

7.5 Build workforce and employer capability

Programme	Description
<i>Bringing individual and business learning and working together to create opportunity for residents of the region</i>	
Regional Business Partner Programme	<p>Deliver the third year of the contract with NZTE and Callaghan Innovation to provide business support, innovation vouchers and growth vouchers for over 400 businesses across the region.</p> <p>WREDA will use the delivery of the RBP programme alongside its activity in Creative HQ to maintain a network of entrepreneurs that can be used as:</p> <ul style="list-style-type: none"> • A reference point for business sector health across the region • A bank of case studies for promotion of region and sector beyond Wellington • A channel for engaging in local economy issues in different communities • A reference point for the requirements of workforce development across sectors and parts of the region <p>The current contract for provision of the RBP programme finishes June 2019. WREDA will negotiate with NZTE and Callaghan Innovation about the future requirements for such schemes in our region.</p>
Co-worker space in sub-regional centres	Establish the business case for, and work with the sub regional business districts and specific industry sectors as appropriate to provide co-worker spaces in such locations and the delivery of activations that will enhance small-medium enterprise business growth.
Employment Pathways	
Regional Young Enterprise Scheme support	WREDA will support and fund the delivery of the Young Enterprise Scheme across the region. WREDA will look to opportunities to support the entrepreneurship of college students who focus their initiatives on solutions that reflect the important sectors in our region's economy. These might include supporting science, technology, engineering, and math (STEM) enterprise projects or creating a mentorship program for high school students to promote enterprise in the creative and visitor economies.
Internship programmes	To provide employment pathways for students we will continue to work with Summer of Tech as a partner and establish a mechanism to grow the number of interns across the region significantly from its current base of c. 200 pa. This will include development of a scholarship programme that looks to provide Māori students from the Wellington region with the opportunity to pursue careers in the Tech sector
Career Resource Centre	Working with employers and the education sector, build – using the WellingtonNZ platform – an online Career Resource solution for Wellington region residents that provides information about: <ul style="list-style-type: none"> • Academic opportunities • Vocational opportunities • Workplace training • Finding mentors • Connecting businesses to interns • Today's work opportunities

WREDA STATEMENT OF INTENT 2018-21

Labour Market Plan	WREDA will partner with the WRS office to deliver a completed Labour Market Plan for the Wellington region. To do this WREDA will need to work with local businesses, tertiary education organisations and industry training organisations to identify the changing workforce requirements of the region. The author of this report will be the WRS office
Curriculum development to support the Labour Market Plan	WREDA will partner with local businesses, tertiary education organisations and industry training organisations to stimulate the creation of tailored programmes in the curriculum that prepares students for jobs in high-priority industries including technology, creative and construction sectors. Specifically WREDA will work with Education NZ, the creative sector and tertiary institutions to ensure that Wellington’s reputation as a place to learn is especially applied to the creative sector, especially in relation to the screen sector.

WREDA STATEMENT OF INTENT 2018-21

7.6 Deliver an unrivalled business, consumer and major events programme

Programme	Description
<i>Investment in support of events to create vibrancy in Wellington and a liveable city for Wellingtonians. Managing the 'Venues Wellington' portfolio of venues to build business and the arts whilst providing memorable experiences for residents of the region and visitors</i>	
Conduct Major Events Programme	Effectively manage the investment in Wellington's major events programme, including leveraging the investment in events to market and promote Wellington and attract visitors to the region.
Manage Venues	Manage portfolio of Wellington City major venues, maximising utilisation rate, sellable days, client satisfaction, audience numbers and spend-per-attendee. Develop event programme that contributes to talent, business and visitor attraction priorities. Support Wellington arts and cultural organisations through prioritising opportunities for major hirers such as NZSO and World of Wearable Art, and the performance of new New Zealand content through preferential pricing for targeted local organisations.
Alternative Venue opportunities	WREDA will work with building and land owners to consider the provision of alternative venues and use of alternative event locations to help offset the necessary closure of venues for strengthening work.
Leverage Major Events	Leverage investment in major events to develop trade, tourism, education, investment and visitor opportunities using major events both in Wellington and overseas.
Performance Events	Work with promoters to secure new performance event product with a particular emphasis on content that appeals to a student and millennial audience.
Business Events Wellington	Deliver marketing and convention bureau support for the region and commercial partners to increase business event bookings in Wellington, sustaining market share for Wellington through high utilisation of public and private sector venues. Use business events to address seasonality in the visitor economy, and to support growth of Wellington's key sectors. Partner with Tourism New Zealand to attract international events to Wellington. Encourage the utilisation of international business events as a platform for organisations in the region to tell their story from an indigenous culture perspective. Increased partnership with tertiary institutions and academic staff to secure conferences, which will benefit the standings of the universities and academics.
Major Events Portfolio Development	WREDA constantly reviews the Major Events portfolio, and works with the industry to identify and secure new events, and lead the ongoing development of the Major Events portfolio to attract visitors to Wellington and making it a more attractive place to live. The events WREDA seeks to bring to and grow in Wellington are ones that activate the city, bring broader regional opportunities and ones that support the creative and supporting sector.
World of Wearable Arts	Utilise the occasion of WOW's 30th anniversary to partner with WOW and Wellington City Council to bolster activity and experience for audiences and residents this year and in the future.

8. Internal Management

8.1 Insights and Analysis

WREDA will maintain an in-depth knowledge and understanding of the Wellington economy, how it is evolving and what is driving it which will help it determine which areas of its business to allocate resources. It will provide reports to stakeholders, keeping them informed of trends and how WREDA is responding to them.

8.2 Revenue Sources

WREDA receives funding from shareholding councils in the form of operating contributions as well as additional payments for contractual services delivered. It also receives funding from commercial and government partners for a range of activities where the benefits lie jointly across them and the economy as a whole.

As well as reducing the demands on scarce council funds, the latter sources provide valuable sector involvement, partnership and scrutiny. This ensures the work we do is relevant to and supported by identified key sectors.

WREDA's approach to business is founded upon carrying out activities in partnership with others.

Our partners include other parts of local and central government institutions and organisations, individual businesses, business collectives, event owners and event promoters. By working in partnership with others we test the appropriateness of our ideas and leverage the investment being made to grow the economy of the Wellington region.

WREDA secures significant partner funding each year from a variety of business and public sector organisations partners. Their investment in our activities is often monetary but can also be in-kind, or aligned investment. WREDA has now examined all its current streams of work to identify gaps in the co-investment portfolio such that new investing partner opportunities can be identified, sought and secured.

In this way WREDA will be always look to grow its external revenue and look to secure private and other non-local government public investment in its initiatives and activities. The partnership of others not only provides funding to leverage the investment by the local rate payer but also confirms that the activities we carry out are consistent with the expectations of the communities we look to serve. These partnerships will enable us to deliver better outcomes without significantly increasing the rate-funding requirement.

To maintain existing partnership investments and to build new ones, it is critical for WREDA to manage its broad portfolio of partners effectively. WREDA will use planned engagement schedules to ensure that investing partners are kept informed of our activities and that their views and aspirations are able to influence our decision-making processes.

WREDA STATEMENT OF INTENT 2018-21

WREDA considers the activation of and funding for new programmes by considering what partners will co-invest in our activity and how such programmes leverage our shareholders core funding of the organisation.

8.3 Finding Efficiencies

In keeping with best management practice, WREDA continually aims to operate efficiently and effectively.

WREDA has now moved beyond its merger activities and has systems, processes that are organisation wide. In 2017-18 the functions of finance, human resources, health and safety, IT, marketing, digital asset management, sales and partnership development have all been centralised. In 2018-19 we are proposing to look at opportunities for greater sharing of operational functions between Creative HQ and WREDA.

Monetary savings that will be found from these efficiencies, as well as new, will be redeployed within WREDA and allocated to existing or new programmes of activity consistent with our goals of growing Wellington's economy.

Where appropriate WREDA will consider entering into shared service relationships with other organisations such as Councils when such relationships deliver improved efficiency to the activities WREDA undertakes.

8.4 Health and Safety

WREDA is very aware of the importance of Health and Safety for its employees, partners, those we host, and venue patrons. As such WREDA will ensure it meets its obligations with respect to New Zealand laws and regulations and will undertake an annual review based on established best practice guidelines. WREDA aims to provide a workplace that not only meets requirements but one that is operating by best practise. We aim to enable employees to thrive through excellence in all areas, including health and safety.

Through our venues management agreement with WCC, WREDA will, along with WCC ensure that Health and Safety requirements are fully considered as part of asset management.

WREDA operates a two level approach to management of Health and Safety in its operation. The Venues Wellington business unit considers its provision of a healthy and safe environment for employees and patrons with its own management and employee committee. The Venues Wellington Health and Safety process and activity progress is independently reviewed by an external professional on an annual basis.

This work is then fed into the senior management consideration of Health and Safety in the workplace which reports through to the WREDA Board. WREDA also maintains a number of key organisation relationships with whom regular two-way meetings are held to learn and share best practise.

WREDA is committed to maintaining a safe and discrimination-free environment that encourages respect for the dignity of each individual. We endeavour to maintain an event environment free from harassment based on gender, race, colour, religion, national origin, ancestry, age, marital status, sexual orientation,

WREDA STATEMENT OF INTENT 2018-21

pregnancy, physical or mental disability, or citizenship. We will train and develop our team and supply partners to identify and manage any situation to keep our staff and customers safe.

WREDA will report on its Health and Safety in the work place activities in its quarterly reporting process to its shareholders.

8.5 Human Resources

Our people are our greatest asset – we say it often and with good reason. It is only with the dedication and determination of our people that we can generate long-term value for our stakeholders and make a positive contribution to the communities that we serve.

At the core of our efforts is a focus on cultivating and sustaining a diverse workforce, which is critical to meeting the unique needs of the diverse projects and communities we operate within.

We will aim to ensure that in every step of our employee's time with us, that we will invest in them and ensure their interests remain focused on the goals we set and that they remain aligned to our wider stakeholders. Our goal is to maximise individual potential, increase our effectiveness, develop and reinforce our culture and expand our people's professional opportunities so that they contribute positively.

WREDA STATEMENT OF INTENT 2018-21

9. Performance Measures

WREDA's performance measure framework identifies quantifiable measures of our programmes and activities as well as a number of key indicators that indicate overall regional economic performance (for which WREDA is only a partial contributor). These form the basis of our accountability and will be reported on quarterly.

We acknowledge that currently many of these measures are output rather than outcome focused. We will be initiating a project in 2018 to review these to get a more appropriate balance. As part of this work we also be defining how we can better assess progress towards attainment of our overall vision for the region.

Note that the specific programmes of activity that WREDA will deliver in regards to Partnering the Wellington Regional Investment Plan will be determined on completion of that plan in consultation with the Wellington Regional Strategy office and the territorial authorities of the region. Measurement of the delivery of these activities will be determined with the Wellington Regional Strategy office at such time as they embarked upon.

Key Goals		Measure	2017/18 (forecast)	2018/19	2019/20	2020/21
Promote the region's brand and identity and tell Wellington's stories	Media programmes to boost the reputation of the Wellington region	Lifestyle and visitor attraction content in NZ, Australian media ¹	1250	1250	1250	1250
		Work, do business, invest content in local NZ and Australian media ²	105	105	105	105
		Unique visitors to WellingtonNZ.com and subsidiary sites ³	2.5m	2.7m	2.9m	3.0m
Grow the visitor economy	Marketing to the Visitor sector locally and internationally	Weekend hotel guest night occupancy ⁴	79%	80%	81%	79% ^a
		Value of investment from International marketing partnership partners ⁵	\$300k	\$500k	\$500k	\$500k
		International travel trade interactions ⁶	3000	3750 ^b	3750	3750
Attract an increased number of students to the region	Marketing to the Student sector locally and internationally	Audience engagements from marketing and storytelling ⁸	138,000	150,000	165,000	180,000
		# of agent interactions ⁹	396	450	525	600
Grow and expand innovative new businesses, especially in the creative and tech	Creative HQ leading the way in innovation, start-ups, acceleration and scale-ups.	No. of start-up ventures and early stage businesses on the CHQ Platform ¹⁰	55	70	70	70
		No of acceleration programmes (Lightning Lab and	2	3	4	5

WREDA STATEMENT OF INTENT 2018-21

sectors		Venture Up) ¹¹				
		No. of members in "Start-up Garage" ¹²	3,000	3,500	4,000	5,000
		No. of companies becoming investable ¹³	5	5	6	7
		Deliver LL GovTech programme with # of teams / agencies participating ¹⁴	N/a	8	10	12
		Generate income from Creative HQ's innovation services ¹⁵	\$2.4m	\$2.4m	\$2.7m	\$3.2m
Be a partner in the Māori Economy	Establishing a working relationship with Mana Whenua and Māori business in the Wellington region	Mana Whenua satisfaction score with engagement ¹⁶	NA	80%	85%	90%
		Deliver specific initiatives and projects in partnership with Māori business ¹⁷	NA	TBD	TBD	TBD
Facilitate the leveraging of the opportunities from new investment in the region	Screen Wellington	Number of permits for film production issued ¹⁸	450	350 ^c	370	400
		Value of facilitated screen production ¹⁹	\$100m	\$65m	\$70m	\$75m
	Visitor Infrastructure	WREDA will have activated plans in place for the delivery of visitor infrastructure projects reflecting their advancement by investing stakeholders ²⁰	No	Yes	TBD	TBD
	Trails framework	Working reports of the Trails Framework Specialist will show active plan against every action item ²¹	20%	50%	75%	100%
Build workforce and employer capability	Regional Business Partner Programme	Number of actively supported businesses ²²	445	445	445 ^d	445
	Development and delivery of a Labour Market plan for the region	Wellington regional Labour Market Plan completed by WRS office with WREDA support ²³	NA	Yes	NA	NA
		Students supported in youth entrepreneurship programmes ²⁴	580	505	530	555
		Interns placed in priority sectors ²⁵	270	275	290	300

WREDA STATEMENT OF INTENT 2018-21

Deliver an unrivalled business, consumer and major events programme	Business Events Wellington and Wellington Major Events	ROI via out of Wellington spend ²⁶	22:1	20:1	20:1	20:1
		Total event attendance ²⁷	739,000	700,000 ^e	750,000	750,000
		Number of international business event bids submitted and/or supported in FY ²⁸	45	35 ^f	35	35
		Proportion of business events submitted that are successful ²⁹	60%	60% ^f	60%	60%
		Value of business events (international and domestic) secured in FY ³⁰	\$25m	\$25m ^f	\$25m	\$25m
Utilise the management of Wellington City venues to make Wellington more vibrant and deliver an outstanding customer experience.	Venues Wellington	Value of expenditure by out of town venue attendees ³¹	\$66m	\$58m ^g	\$68m	\$84m
		Establish a model to measure Venues Wellington Customer Satisfaction ³²	NA	Establish baseline	Improvement on baseline	Improvement on previous year
		Advance the Cultural well-being of Wellington – Number of Wellingtonians attending performance events at Venues Wellington ³³	290,720	230,720 ^g	265,465	310,800
		Number of Events: Total ³⁴	615	440 ^g	570	650
		Performance ³⁵	323	220 ^g	280	340
		Conference ³⁶	292	220 ^g	290	310
WREDA in action	Partner / Stakeholder Engagement	Partner/Stakeholder satisfaction score with engagement ³⁷	75%	80%	85%	90%

Benchmark Indicators

Key Goals	Measure	2017/18 (forecast)	2018/19	2019/20	2020/21
Grow the visitor economy	Total commercial guest nights ³⁸	3.1m	3.25m	3.35m	3.4m
	Visitor spend: Total ³⁹	\$2560m	\$2640m	\$2730m	\$3005m
	International	\$840m	\$890m	\$950m	\$1005m
	(of which from Australia)	\$250m	\$250m	\$260m	\$270m
	(of which from China)	\$55m	\$65m	\$80m	\$90m
	Domestic	\$1720m	\$1750m	\$1780m	\$1810m
	Australian arrivals via Wellington Airport ⁴⁰	155.0K	156.9k	157.0k	157.0k
Attract and retain business, skill and talent in the region	Net permanent and long-term arrivals ⁴¹	3,600	3,650	3,700	3,800
Attract an increased number of students to the region	International student enrolments ⁴²	8,500	8,800 (+3.5%)	9,200 (+4.5%)	10,000 (+8.6%)

WREDA STATEMENT OF INTENT 2018-21

	Market share of all students enrolled in tertiary education in New Zealand ⁴³	6.5%	7%	7%	7.5%
Grow and expand innovative new businesses, especially in the creative and tech sectors	Net growth in the number of businesses in Wellington, with sub sectors as appropriate ⁴⁴	55,700	56,500	57,500	58,400
Growth of the Screen Sector	Total value of screen sector in Wellington ⁴⁵	\$650m ^h	\$660m	\$680m	\$690
Build workforce and employer capability	Number of people in the Wellington region engaged in remunerated work ⁴⁶	277,966	281,500	285,250	288,950
Deliver an unrivalled business, consumer and major events programme that utilises WREDA's management of Venues Wellington to drive desired outcomes	Economic value of major events invested in. ⁴⁷	\$98m	\$83m	\$90m	\$90m
	NZ market share multi-day conferences ⁴⁸	20%	19% ^f	18%	15%

WREDA STATEMENT OF INTENT 2018-21

10. Constraints, Risk and Mitigation

Like all regions, Wellington faces some constraints to growth. Many of these are infrastructural and shared with other city-regions - including the likes of housing supply and affordability, transport and resiliency. Another important constraint to growth that is shared by many regions is shortage of talent and skills. This impacts across all sectors - from the creative and tech industries through to more traditional sectors like agriculture and construction. Changing policy appetites to migration can have a further impact on this.

Wellington also faces some specific issues that constrain growth – especially as we seek to be both vibrant and liveable, as well as prosperous. Connectedness is a key issue. This is important to all the sectors in the region – be it connectedness within the region, to other parts of the country or internationally. From a Wellington city perspective we currently also have constraints in terms of infrastructure which supports the visitor and events economy – specifically around the venues we have available to support these activities, and accommodation.

WREDA monitors the benchmarks set out in section 9 of this document, the broader New Zealand landscape, and activity by destinations and similar organisation in other parts of the world to assess the appropriateness of its activities and the risks that affect those activities.

Risks and the mitigations to those risks identified by WREDA that might impact on its ability to achieve the KPIs set out in this Statement of Intent are set out in the table below.

Area of Risk	Risk Description	Mitigation
Availability of partner funding	Partner funding is provided to a number of WREDA's programmes of activities. This funding is dependent upon several factors such as affordability, a return made on the investment made, and alignment of activity with partner goals.	<ul style="list-style-type: none"> • Maintain a regular schedule of meeting with and reporting to commercial partners • Engage partners in planning sessions to ensure programmes meet their expectations • Understand what is happening in the business market of individual partnership groups so that their concerns can be anticipated.
External impacts on Wellington's reputation	As the key external marketing and messaging agent for the Wellington region around the globe the impact of natural and man-made circumstances can be significant. WREDA needs appropriate plans to mitigate these impacts in all circumstances.	<ul style="list-style-type: none"> • Focus on telling the Wellington story with facts to support and emphasising its strengths and diversity. • Have a tone of voice in communications that highlights the positives of living in a dynamic environment • Use personal stories of Wellingtonians to bring authenticity to storytelling / messaging • As appropriate activities carried out and storytelling about the region should consider the implications of climate change as an important factor in what the future economy of Wellington will be.
Rise of competing cities	City-Regions around the world compete with Wellington for visitors, students, migrants, investors. Representing a small and for most part distant city WREDA needs to make sure its interventions are targeted	<ul style="list-style-type: none"> • All activity must fit within parameters of Statement of Intent and Business Plan intention. • Each business unit is responsible for regularly working through its activity programme with sector support to determine priority.

WREDA STATEMENT OF INTENT 2018-21

Changing international geo-political climate	Wellington is not isolated from global factors that will affect the prosperity of Wellingtonians. WREDA must be ready to adapt its work to changing circumstances.	<ul style="list-style-type: none"> • WREDA will always use messaging on the constant positives of Wellington relative to other places such as safety, environment and economic/political stability. • If economic factors change, such as exchange rate movements WREDA will consider the impact of such changes on the outcomes of its activities and changes programmes when required. • Where political changes happen elsewhere WREDA will look to maximise the opportunity for Wellington by changing programme activity to increase the awareness of Wellington as a good place to live and invest.
Imbalanced project delivery focus	WREDA is involved in the development of various infrastructure projects across the region. WREDA needs to ensure that its work outcomes are sufficiently broad based not to depend on individual project outcomes	<ul style="list-style-type: none"> • WREDA employees will keep abreast of major initiatives in the region so that different opportunities are understood and leveraging programmes are considered • WREDA corporate communications will focus on a spread of initiatives boosting the region rather than being focused on individual projects.
Venue Availability	To allow seismic strengthening at the St James Theatre, the theatre will need to close for 14-15 months from March 2018.	<ul style="list-style-type: none"> • WREDA will work with organisations that utilise the St James theatre to facilitate their relocation of activity to the Opera House and Michael Fowler Centre. • WREDA will work with other Venues in Wellington city and across the region to accommodate increased usage during the period of closure and restricted use of the MFC whilst strengthening works are underway at the Wellington Town Hall.
Maintaining working relationships across the Wellington region	As an organisation that is invested in and works for the whole Wellington region it is critical that WREDA maintains processes which continually meet the needs of the whole region at a local level	<ul style="list-style-type: none"> • WREDA will work with both its shareholders and the other Councils in a structured manner such that both elected officials and employees of these organisations are well informed of WREDA's programme of activities at all times • WREDA will participate in work groups and meetings across the Wellington region to support economic development activity. • Where appropriate WREDA will provide expertise it houses to support project development by individual councils or groups of councils in the region
Shrinkage of key sectors	Over time different sectors gather more prominence in their growth within the regional economy. WREDA needs to retain a balanced sectoral portfolio to sustain a mixed economy in the region	<ul style="list-style-type: none"> • WREDA works with the private sector to understand the changing dynamics of sector growth in the Wellington region. Where appropriate WREDA will change, or alter its programmes to reflect the changing needs and opportunities of the region. • WREDA will through its annual Statement of Intent and Business Planning process identify to shareholder's changes in programmes as a result of changing sectoral priorities

WREDA STATEMENT OF INTENT 2018-21

Appendices

- 1) Appendix 1 – Letter of Expectations
- 2) Appendix 2 – Governance and Accounting
- 3) Appendix 3 – Notes and Sources of information for KPI and Benchmarking Tables (section 9)

WREDA STATEMENT OF INTENT 2018-21

Appendix 1 – Letter of Expectations

12 December 2017

Peter Biggs
Chair
Wellington Regional Economic Development Agency

Email Peter Biggs pbiggs@assignmentgroup.com

Dear Peter

This letter sets out the Wellington Regional Strategy (WRS) Committee's expectations for the Wellington Regional Economic Development Agency and its subsidiary, Creative HQ (WREDA), regarding their Statement of Intent for 2018/19.

The Committee notes that WREDA has recently embarked on a process of bringing a sharper focus to its work with the launch of the WREDA Big 6, namely:

1. Supercharge Wellington's Events
2. Pump NZ's Creative Heart
3. Accelerate the Big Projects
4. Talk up Tech
5. Self Student City
6. Ramp up Business Growth

The Committee agreed at its meeting on 21 November that a seventh priority should be added: The Māori economy. The Committee's view was that the importance of the Māori economy is not adequately represented by treating it as an activity that goes across all of the Big 6, but rather that it needs to be given the emphasis that would be achieved by making it a 'seventh priority'. Members of the Committee referred to other parts of the country where in a post-treaty settlement world the Māori economy has become a powerhouse of growth for the region. We see this seventh priority as placing greater emphasis on the opportunities to work more closely with our iwi partners and request that WREDA work with the WRS Office and Aro Tahi in the development and ongoing support of a Māori Regional Economic Development plan.

The Committee supports a tighter focus and expects that the Statement of Intent will provide insight into the key actions planned to drive the agreed programme, including the expected outcomes with clear targets and measures.

One of the core functions of WREDA is to drive the visitor economy and it is important that this key role is not relegated behind other areas. The Committee would like to understand the key activities planned to market Wellington, to drive growth in visitation and tell Wellington's stories.

The Committee also requests that further consideration be given to the focus of the WREDA work programme to ensure that it is appropriately lined up with regional priorities. The following areas have been identified as requiring a strong focus over the next few years.

- The Committee agreed that there needs to be a joined up growth plan for the region (ten-year investment plan, with a supporting chronological work programme). The development of this will be led by the Committee, through the WRS Office and working along with WREDA and other stakeholders.

WREDA STATEMENT OF INTENT 2018-21

- The Region is benefitting from a significant programme of investment in infrastructure and this is expected to continue, with planned investments in roading, public transport, housing and other major construction projects. The Committee requests that WREDA consider the constraints to economic growth along with the opportunities to leverage growth off the investment programme and the role that WREDA can play in these areas. For example, the commercial accommodation sector has existing capacity issues at peak periods. This inhibits the region's ability to grow and will be compounded through success in delivering a supercharged events programme, accelerating the big projects, growing business and leveraging our creative edge.
- A core role for WREDA should be in understanding the implications and opportunities for the region around changes in the working environment and the skills and other interventions that may be needed to support the changing nature of the market.
- The Committee would like WREDA to assist the region in partnering with the Government as it rolls out its regional economic development investment fund over the next three years. In particular, it expects WREDA to work with the region (including the Wairarapa) to promote projects that will grow the regional and rural economy and improve the wellbeing of those communities.
- The region has a strong position in the areas of technology and innovation and significant potential to continue to grow. The Committee would like WREDA to consider the opportunities to accelerate and leverage off the activities of Creative HQ and identify whether there are benefits from broadening the scope of its activities.
- In the area of events the Committee would like WREDA to review major events to identify those that need to be renewed and those we need to invest in and grow.

The Statement of Intent should reflect a strong focus on efficiency in delivering activities and the cost of delivery. WREDA is expected to take every opportunity to use shared services available in partnership with Councils to reduce its cost base. The core funding provided by the Councils is seed funding and WREDA is expected to use this funding to partner in delivering activities. The SOI should demonstrate an emphasis on partnerships and partner funding to deliver programmes.

With respect to all of these points and the SOI in general, we expect clear actions and expected outcomes with clear and measurable KPIs. Wherever possible there should be a clear line of sight between WREDA's actions and the outcomes being measured.

The Committee expects WREDA to be able to demonstrate its compliance with the relevant Health and Safety legislation and is expected to meet best practice governance standards.

Yours sincerely



Justin Lester

Chair

Wellington Regional Strategy Committee

cc Derek Fry derek.fry@wellingtonnz.com

Appendix 2 - Governance and Accounting

WREDA is a not for profit council controlled organisation as defined by the Local Government Act 2002. WREDA 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 WREDA's activities. The Board guides and monitors the business and affairs of WREDA, 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 will meet on a regular basis. The Board will have 2 sub-committees, Risk and Audit; and People & Culture.

Dividend policy

It is unlikely that WREDA will deliver a financial dividend to its Shareholders, due to it being deemed a not for profit council controlled organisation.

Wellington Regional Strategy Committee (WRSC)

The WRSC is made up of ten local body elected members.

The role of the WRSC is to:

- Review the performance of WREDA and the Board, and report to the Shareholders on that performance on a periodic basis,
- Make recommendations to Shareholders as to the appointment, removal and replacement of directors;
- Make recommendations to Shareholders as to any changes to policies, or the SOI, requiring their approval.

The Board aims to ensure that the WRSC and the Shareholders are informed of all major developments affecting WREDA's state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public. WREDA will adhere to a 'no surprises' approach in its dealings with its Shareholders and WRSC.

Reporting

By 1 March in each year WREDA 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.

WREDA STATEMENT OF INTENT 2018-21

Having considered any comments from the WRSC 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, WREDA will provide to the Shareholders a **quarterly report**. The quarterly report will include WREDA'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, WREDA 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, WREDA will provide to the Shareholders an **Annual Report** on the organisations operations during the year. This will include audited financial statements in accordance with generally accepted accounting practices and NZ International Financial Reporting 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.

Acquisition/Divestment Policy

Any subscription, purchase of acquisition by WREDA of shares in a company or organisation will require Shareholder approval, other than those shares received in return for providing mentoring services.

Commercial value of Shareholder's investment

WREDA will seek to achieve the outcomes as set by the WRSC and its Shareholders from time to time.

WREDA's share capital is represented by \$1,000 fully paid shares.

Shareholder's funds at 30 June 2017 were \$2.4m, this is considered by the Board to be the current commercial value of WREDA.

Accounting Policies

WREDA has adopted accounting policies that are in accordance with the NZ International Financial Reporting Standards and generally accepted accounting practice. The detailed policies are as disclosed in WREDA's 2016/2017 Annual Report.

WREDA STATEMENT OF INTENT 2018-21

Financial Forecasts

STATEMENT OF FINANCIAL PERFORMANCE			
	2018/19	2019/20	2020/21
REVENUE			
Revenue from Shareholders	21,096,675	21,440,702	21,685,561
Other Revenue	8,886,092	9,774,701	10,663,310
TOTAL REVENUE	29,982,767	31,215,403	32,348,871
EXPENDITURE			
Cost of Goods Sold in iSITE	1,600,000	1,760,000	1,936,000
Personnel Costs	12,934,815	13,258,186	13,589,640
Investment in Projects and Events	12,957,889	13,951,161	14,796,780
Other Expenditure	2,440,063	2,196,057	1,976,451
TOTAL EXPENDITURE	29,932,767	31,165,404	32,298,871
SURPLUS	50,000	50,000	50,000
STATEMENT OF FINANCIAL POSITION			
	2018/19	2019/20	2020/21
SHAREHOLDER FUNDS	2,064,056	2,114,056	2,164,056
ASSETS			
Current Assets	3,714,056	3,939,056	4,164,056
Investments	1,500,000	1,500,000	1,500,000
Fixed Assets	350,000	375,000	400,000
TOTAL ASSETS	5,564,056	5,814,056	6,064,056
CURRENT LIABILITIES	3,500,000	3,700,000	3,900,000
NET ASSETS	2,064,056	2,114,056	2,164,056

WREDA STATEMENT OF INTENT 2018-21

STATEMENT OF CASHFLOWS						
				2018/19	2019/20	2020/21
OPENING CASH				2,100,000	1,991,260	2,160,359
Operating Cash Receipts				29,982,767	31,215,403	32,348,871
Operating Cash Payments				30,205,607	31,165,404	32,298,871
Other Receipts				114,100	119,100	124,100
Other Payments				0	0	0
NET CASHFLOW				- 108,740	169,100	174,100
CLOSING CASH				1,991,260	2,160,359	2,334,459

WREDA STATEMENT OF INTENT 2018-21

Appendix 3 – Notes and Sources of information for KPI and Benchmarking Tables (section 9)

Notes

- ^a Commercial accommodation occupancy growth plateau's with loss of convention business
- ^b Number of interactions grows markedly with commencement of new International Marketing Partnership
- ^c Number of filming permits issues declines with Avatar filming taking up much capability capacity
- ^d RBP contract currently completes June 2019; KPI assumes continuance of programme
- ^e Event numbers decline with no repeat of Lions Test/Tour and festival year off
- ^f As other Convention Centres in Auckland and Christchurch open Wellington's ability to grow in this market is reduced significantly
- ^g The closure of the St James Theatre and the Town Hall works impact on the Michael Fowler Centre reduce number of events and associated impacts
- ^h Screen Sector data for New Zealand lags significantly. The most recent data available is to June 2016.

Sources

Key Performance Indicators

- ¹ The number of leisure and lifestyle articles published in Australia and New Zealand as a result of WREDA hosting media files in the Wellington region
- ² The number of business articles published in Australia and New Zealand as a result of WREDA hosting media files in the Wellington region
- ³ The number of unique visitors to WellingtonNZ.com, VenuesWellington.com, KapiticoastNZ.com, and other subsites to WellingtonNZ.com that may be built during the period of the SOI
- ⁴ WREDA maintains a monitor of daily hotel occupancy in Wellington, WREDA's domestic tourism marketing activities target increasing weekend visitation. This occupancy measure relates to Friday and Saturday nights throughout the year.
- ⁵ WREDA partners with a number of visitor sector businesses to increase the level of investment and activity it delivers to increase the number of international visitors to Wellington. This measure is the value of investment from those partners.
- ⁶ Working through various channels the WREDA tourism team interact with international travel sellers from around the world. This measure is the number of interactions in a year.
- ⁸ In partnership with Education NZ and local institutions WREDA delivers marketing activities to raise the awareness of Wellington as a destination for students. This measures the digital engagement of those activities with target audiences

WREDA STATEMENT OF INTENT 2018-21

- ⁹ An important factor in attracting international students is increasing the awareness and likelihood to convert amongst education agents. This measure is the number of interactions in a year.
- ¹⁰ The number of Start-Ups and businesses in the Creative HQ incubator
- ¹¹ The number of acceleration programmes delivered by Creative HQ
- ¹² The number of individual members in creative HQ's *Start-Up Garage*
- ¹³ The number of companies becoming investible as a result of participation in the Creative HQ incubator.
- ¹⁴ The number of teams participating in *Lightening Lab GovTech* programmes delivered by creative HQ
- ¹⁵ The income generated from Creative HQ's innovation services, leveraging the baseline investment.
- ¹⁶ WREDA will set a baseline to measure Mana Whenua satisfaction with its activities relating to activities identified in the Māori Economic development plan for the Wellington region
- ¹⁷ WREDA through its involvement in establishing a Māori Economic Development plan for the Wellington region will establish actions from that plan which it will report upon.
- ¹⁸ The Number of permits for film production issued by WREDA
- ¹⁹ The value of the permits for film production issued by WREDA
- ²⁰ As significant visitor sector infrastructure projects progress WREDA will take on specific delivery roles in regards to those projects which it will report upon.
- ²¹ The delivery of the Wellington Regional Trails Framework notes specific activities for WREDA to deliver over a three year period. This measure confirms the delivery of those actions over the three years
- ²² The number of businesses participating in the Regional Business Partner Programme delivered in the region by WREDA.
- ²³ WREDA will participate in and support the completion of the a Labour Market Plan for the region by June 2019
- ²⁴ The number of students participating youth entrepreneurship programmes supported by WREDA activity.
- ²⁵ Interns placed in Wellington businesses as a result of participation in programmes supported by WREDA activity.
- ²⁶ The value of new spend in the region resulting from WREDA's support and facilitation of major events.
- ²⁷ The total attendance at major events supported and facilitated by WREDA.
- ²⁸ WREDA works in partnership with Tourism New Zealand and other parties to bid for international business events to choose Wellington as their host city. This measures the number of bids made through this partnership each year
- ²⁹ The bids made (see 29) are always competing against other global host cities. This is a measures of the success of the bids Wellington makes.

WREDA STATEMENT OF INTENT 2018-21

³⁰ WREDA also works to attract business events from across New Zealand and Australia. This measures estimates the value of these events

³¹ This is a measure of the new spending that occurs as a result of visitors to the Wellington region attending events in the Venues that WREDA manages.

³² WREDA will set a baseline to measure customer satisfactions in regards to their experience at WREDA managed venues.

³³ This is a measure of the number of wellington region residents attending performance events at WREDA managed venues.

^{34, 35 & 36} This is the number of events that are hosted in the venues managed by WREDA each year. The type of events is split in 35 and 36 into performance events and business events.

³⁷ The satisfaction level of the broad range of partners that WREDA works with across the whole spectrum of its activity.

Benchmark indicators

³⁸ Statistics NZ – Commercial Accommodation Monitor

³⁹ MBIE – Monthly Regional Tourism Estimates

⁴⁰ Statistics NZ – International Travel & Migration report

⁴¹ Statistics NZ – International Travel & Migration report

⁴² Statistics NZ – Interactive Visa report

⁴³ Statistics NZ – Interactive Visa report

⁴⁴ Statistics NZ – Annual Enterprise Survey

⁴⁵ Statistics New Zealand – Screen Sector annual report

⁴⁶ Statistics NZ – Workforce Participation rates (NZ)

⁴⁷ Survey data to particular events

⁴⁸ MBIE – Convention Activity Survey



Report 18.242
Date 11 June 2018
File CCAB-15-242

Committee Wellington Regional Strategy Committee
Author Samantha Seath, Wellington Regional Strategy Office

Māori Economy Report

1. Purpose

To receive the report 'Māori Economy in the Greater Wellington Region' written by Business and Economic Research Limited (BERL).

2. Background

Ara Tahi is a leadership forum of Greater Wellington Regional Council and its six mana whenua partners. Ara Tahi is currently reviewing whether a Māori economic development strategy should be developed for the Wellington Region. As a first step in this process, the Wellington Regional Strategy Office, on behalf of Ara Tahi, commissioned BERL to prepare a report on the current state of the Māori Economy in the Wellington Region.

3. Comment

The report, included in [Attachment 1](#), was presented to Ara Tahi by Dr Ganesh Nana, at the Ara Tahi meeting on 12 April 2018, with a follow up discussion planned for the 11 June 2018 meeting, to discuss next steps in the development of a strategy and action plan.

At the Wellington Regional Strategy Committee (the Committee) meeting on 24 April 2018, the Committee requested that the report and findings be presented at the next meeting. Dr Nana will discuss the report at this meeting.

4. Communication

No communication is required.

5. Consideration of climate change

The matters requiring decision in this report are of a procedural nature and do not require consideration of climate change.

6. The decision-making process and significance

Officers recognise that the matters referenced in this report may have a high degree of importance to affected or interested parties.

The matter requiring decision in this report has been considered by officers against the requirements of Part 6 of the Local Government Act 2002 (the Act). Part 6 sets out the obligations of local authorities in relation to the making of decisions.

6.1 Significance of the decision

Part 6 requires Greater Wellington Regional Council to consider the significance of the decision. The term ‘significance’ has a statutory definition set out in the Act.

Officers have considered the significance of the matter, taking the Council's significance and engagement policy and decision-making guidelines into account. Officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

6.2 Engagement

In accordance with the significance and engagement policy, no engagement on the matters for decision is required.

7. Recommendations

That the Committee:

1. *Receives the report.*
2. *Notes the content of the report.*

Report prepared by:

Samantha Seath
Wellington Regional Strategy
Office

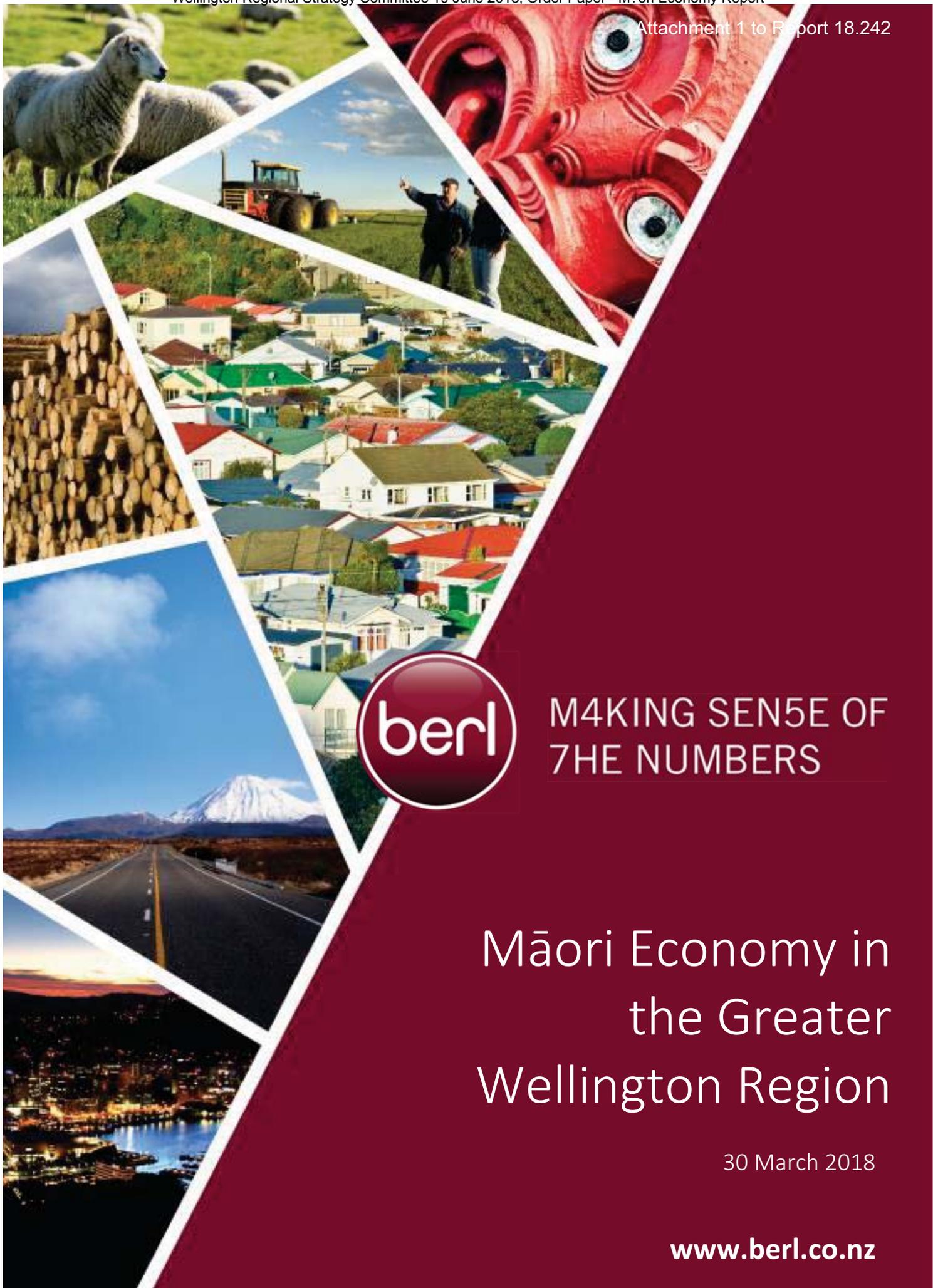
Report approved by:

Nicola Shorten
Manager, Strategic and Corporate
Planning

Report approved by:

Luke Troy
General Manager, Strategy

Attachment 1: Report on the Māori Economy in the Greater Wellington Region



MAKING SENSE OF
THE NUMBERS

Māori Economy in the Greater Wellington Region

30 March 2018

www.berl.co.nz

Authors: Hillmarè Schulze, Sam Green, Hugh Dixon

All work is done, and services rendered at the request of, and for the purposes of the client only. Neither BERL nor any of its employees accepts any responsibility on any grounds whatsoever, including negligence, to any other person.

While every effort is made by BERL to ensure that the information, opinions and forecasts provided to the client are accurate and reliable, BERL shall not be liable for any adverse consequences of the client's decisions made in reliance of any report provided by BERL, nor shall BERL be held to have given or implied any warranty as to whether any report provided by BERL will assist in the performance of the client's functions.

Māori economy in the Greater Wellington Region

March 2018

Making sense of the numbers

The Māori economy is an (integrated) subset within the broader New Zealand economy and cannot be seen in isolation. This report covers the Greater Wellington Region, eight Territorial Authorities; Wellington City, Lower Hutt, Upper Hutt, Porirua, Kāpiti Coast, South Wairarapa, Masterton and Carterton. This area overlaps with six iwi; Ngāti Kahungunu ki Wairarapa, Ngāti Toa Rangitira, Rangitāne o Wairarapa, Taranaki Whānui ki Te Upoko o Te Ika, Ngāti Raukawa ki te Tonga, Te Ātiawa ki Whakarongotai.

The structure of this report follows the Living Standards Framework and the Māori economy is measured with the four capitals: Human capital; Social capital; Financial and physical capital; and Natural capital

Human capital

Young, growing Māori population

- 58,332 Māori live in the Greater Wellington region, 12 percent of the population
- Nearly 60 percent of Māori are under 30 years old
- 16 percent of Māori living in the region mana whenua to the region
- Māori share of the working age population will grow significantly in the coming years.

Māori earn \$1.2 billion in salaries and wages per annum

- 11 percent of the region's labour force are Māori
- However, Māori earn \$165 per week less than the regional average
- 10 percent are self-employed, much lower than the 17 percent of non-Māori

One third of working Māori employed in social services

- Nearly 30 percent of Māori employed in low skilled jobs
- The 26 percent of Māori employed in high skilled jobs are concentrated in Wellington City
- 21 percent of Māori in the region are employed as professionals, compared to 16 percent of Māori nationwide

One quarter of the Māori workforce have no qualifications

- Half of Māori with a degree live in Wellington City
- One third of Māori in Wairarapa have no qualifications

Social capital

Positive contribution of te Reo

- 39 percent of Māori adults can speak some te Reo
- One quarter of te Reo speakers in the region are non-Māori

Strong cultural connections

- There are 33 marae in the region, supporting social and spiritual connections
- Increased utilisation of tourism, i.e Mātariki to preserve and promote culture

Education sector plays an important part in providing Māori focused educational outcomes

- 32 Kōhanga Reo facilities with 768 tamariki enrolled, employing 206 staff
- Four Te Kura KauPapa Tongarewa Māori schools, total roll of 475 students
- There is also two other Māori-only schools with an additional 474 students
- Te Wānanga o Raukawa has 3,800 students and Te Whare Wānanga o Awanuiarangi has 8,600 students enrolled

Māori economy in the Greater Wellington Region

March 2018

Māori collectives provide important health services to the community

- Various mana whenua and mātāwaka health providers in the region providing critical services
- Creating employment opportunities in a wide range of health and support services

Financial and physical capital

Home ownership rates constant despite declining national trend

- 28 percent of Māori in the region own their own home, down one percent from previous census
- Half of non-Māori in the region own their own home
- Growing interest in papakāinga housing, i.e Te Aro Pā , Wellington’s first city papakāinga

Māori business thriving

- Strong presence of Māori in business in film, technology and business services
- Māori owned entities play a key role in commercial property, housing and social developments

Treaty settlement assets concentrated in property and fishing quotas

- Three of six mana whenua partners in the region have settled (one is about to settle)
- Collectively the assets of the settled iwi are about \$300 million.

Natural capital

Resource Management Act, recognising Māori guardianship of the environment

- Co-management arrangements, i.e. Parangarahu lakes, Matiu Somes, Mākara and mokopuna islands
- Fishing settlement quota is an asset, and Māori are an important player in the fisheries industry

Only 12,529 hectares of Māori Freehold land

- 270 Māori freehold land properties have formal governance structures covering 6,350 hectares
- 256 properties have no formal governance structure covering 6,178 hectares

Māori economy in the Greater Wellington Region

March 2018

Contents

1	Introduction	1
1.1	A working definition of the Māori economy	1
1.2	Framework for measuring the Māori economy	1
1.3	Areas of focus.....	2
2	Human Capital	3
2.1	Greater Wellington region Māori population	3
2.2	Labour force	7
3	Social Capital.....	15
3.1	Te Reo speakers	15
3.2	Marae are an integral part of Māori heritage and social cohesion.....	16
3.3	Examples of mana whenua marae.....	18
3.4	Examples of mātāwaka marae	19
3.5	Cultural tourism	20
3.6	Education providers.....	22
3.7	Māori Health providers	24
4	Financial and physical Capital	26
4.1	Home ownership.....	26
4.2	Home affordability	27
4.3	Papakāinga housing	28
4.4	Māori business	29
4.5	Treaty of Waitangi Historical Claims Settlement Assets.....	33
5	Natural Capital	34
5.1	Resource management Act	34
5.2	Fisheries settlement	36
5.3	Māori Freehold land	36
	Appendix A Map of Māori freehold land in the Wellington region	39
	Appendix B Treaty of Waitangi Settlement redress assets	40

Māori economy in the Greater Wellington Region

March 2018

Tables

Table 1: Share of the population that identify as Māori in the Greater Wellington Region	3
Table 2: Mana whenua entities and post settlement governance entities.....	6
Table 3: Share of the labour force that identify as Māori in the Greater Wellington region.....	8
Table 4: Employment rate of Māori and non-Māori	9
Table 5: Share of the working population that are self-employed.....	10
Table 6: Median income for Māori and the total population	11
Table 7: Qualifications for Māori population in Greater Wellington Region	11
Table 8: Highest qualification of Māori and non-Māori in Greater Wellington and NZ	12
Table 9: Occupations of Māori and non-Māori.....	13
Table 10: Employment per sector for Māori	14
Table 11: Māori speaking te Reo	15
Table 12: Ratio of average house sale price to median household income for Māori, 2013 and 2017	27
Table 13: Poutama Māori businesses per category.....	30
Table 14: Māori freehold land in Wellington Region by governance structure, number of titles and land area	37
Table 15: Māori freehold land with other governance structures, orders on the land and total land area	38

Figures

Figure 1: Overlapping iwi interest	2
Figure 2: Population for Census 2001, 2006, 2013 for Māori and non-Māori.....	4
Figure 3: 2013 Population pyramid snapshot Māori vs rest of the population in GWR.....	7
Figure 4: 2038 Population pyramid snapshot Māori vs rest of population in GWR	7
Figure 5 : Occupation skill level of Māori and non-Māori employed in the Greater Wellington region	13
Figure 6: Home ownership rates in the Wellington Region by Māori ethnicity, 2006 and 2013.....	26
Figure 7: Home ownership rates in the Wellington Region, Māori ethnicity and total population, 2013	27

Māori economy in the Greater Wellington Region

March 2018

1 Introduction

BERL was commissioned by the Greater Wellington Regional Council to provide a holistic view of the Māori economy in the Greater Wellington region. This report provides a collection of quantitative data and empirical evidence about the nature and the state of the Māori economic contribution to the Greater Wellington region. The data was collected from official sources including Statistics NZ, Annual iwi reports and various other Government Departments and Crown entities.

1.1 A working definition of the Māori economy

A broad definition of the Māori economy has been adopted, encompassing all people, entities and enterprises that self-identify as Māori. The Māori economy for this report is derived from the previous work that has been completed by BERL on the national Māori economy. In the Greater Wellington Region, the Māori economy has many dimensions. To quantify the economy, we focus on Māori population (employment and income), Māori business, Māori collective assets as well as Māori freehold land. Various dimensions are presented to highlight that the contribution of the Māori economy cannot be summarised by one number or percentage.

The Māori economy is an (integrated) subset within the broader New Zealand economy and cannot be seen in isolation. Any analysis of the Māori economy has to be done within the context of New Zealand and for this report in the context of the Greater Wellington Region economy.

The Māori economy is important not only for Māori, but for the overall economic performance of the Greater Wellington Region and New Zealand as a whole. For the economy of the Greater Wellington Region to achieve its potential long-term growth, it must make the best use of all available resources, especially the resources that are part of the Māori economy.

1.2 Framework for measuring the Māori economy

BERL's prior research on the Māori economy highlights the importance of moving the focus away from the value of assets as a measure of Māori economic health¹. It suggests that the focus now must be on the income (and wellbeing) that arises from Māori ownership and control of these assets. After all, in strict business terms, the financial dollar value of an asset is only of interest to a business when it is needed to leverage additional funds, or if the asset is to be sold. For assets or taonga that are inter-generational, neither of these reasons is very applicable. For Māori, the value of asset holdings lies more in the ability to generate higher incomes, more jobs and better outcomes and improved wellbeing for iwi, hapū and whānau Māori.

Over the past several years, a worldwide consensus has emerged on the need for a more socially-inclusive approach to generating economic growth. However, inclusive growth and development remain primarily an aspiration². The Government has indicated that it will measure success not only in terms of GDP, but also how it does socially, culturally and environmentally. The Government has provided a clear indication that future budget bids will not only be based on purely economic indicators. It is therefore important to understand all the dimensions that influence economic prosperity.

¹ Māori Economy 2013, retrieved from <https://www.tpk.govt.nz/en/a-matou-mohiotanga/business-and-economics/Māori-economy-report-2013>

² World Economic Forum (2017). The Inclusive Growth and Development Report 2017. Retrieved from http://www3.weforum.org/docs/WEF_Forum_IncGrwth_2017.pdf

Māori economy in the Greater Wellington Region

March 2018

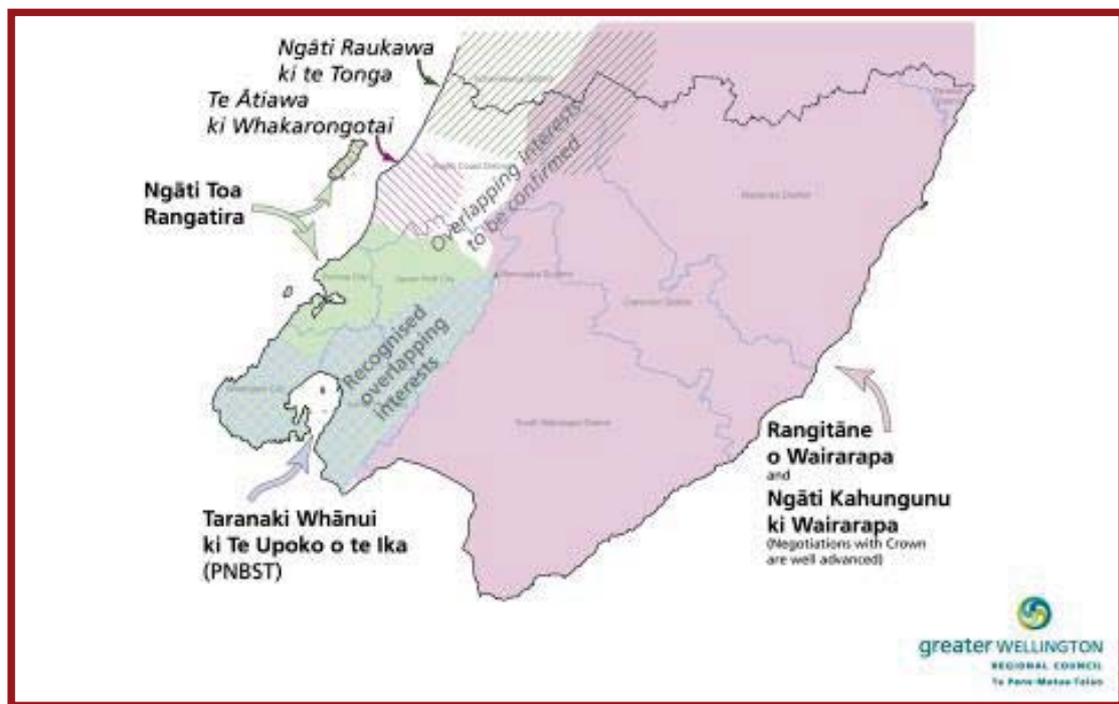
The report structure follows the Living Standards Framework. The Māori economy is measured by the four capitals:

- Human capital
- Social capital
- Financial and physical capital
- Natural capital.

1.3 Areas of focus

The Greater Wellington region covers eight Territorial Authorities (TAs): Wellington City, Lower Hutt, Upper Hutt, Porirua, Kāpiti Coast, South Wairarapa, Masterton and Carterton and also the Mara Ward of the Tararua District Council. Also, Figure 1, provides an overview of the iwi that overlaps with the Greater Wellington region.

Figure 1: Overlapping iwi interest



Māori economy in the Greater Wellington Region

March 2018

2 Human Capital

'He aha te mea nui i te ao? He tāngata, he tāngata, he tāngata.' People are the most important asset in the Māori economy.

This section provides a demographic profile of Māori in the Greater Wellington region. This includes population, workforce, education, occupations and health outcomes, all of which contribute to human capital; an integral part of the Māori economy.

2.1 Greater Wellington region Māori population

The Greater Wellington region is home to 486,700 people, of which 58,332 (12 percent) identify Māori as their ethnicity as shown in Table 1. The population of Māori has grown by 72,000 people (14 percent) from the 2001 Census to the 2013 Census in the Greater Wellington region.

The table also provides a breakdown of Māori in each Territorial Authority (TA) in the Greater Wellington region. Porirua City has the highest proportion of people identifying as Māori (20 percent) living in the region, followed by Masterton (18 percent). The lowest proportion of people identifying as Māori are in Wellington City, making up 8 percent of the city's population.

Table 1: Share of the population that identify as Māori in the Greater Wellington Region

Territorial Authority	Population	Share of population
Kapiti Coast District	6,198	13%
Porirua City	10,131	20%
Upper Hutt City	5,337	13%
Lower Hutt City	15,876	16%
Wellington City	14,433	8%
Masterton District	4,170	18%
Carterton District	933	11%
South Wairarapa District	1,254	13%
Wellington Region	58,332	12%
New Zealand	598,602	14%

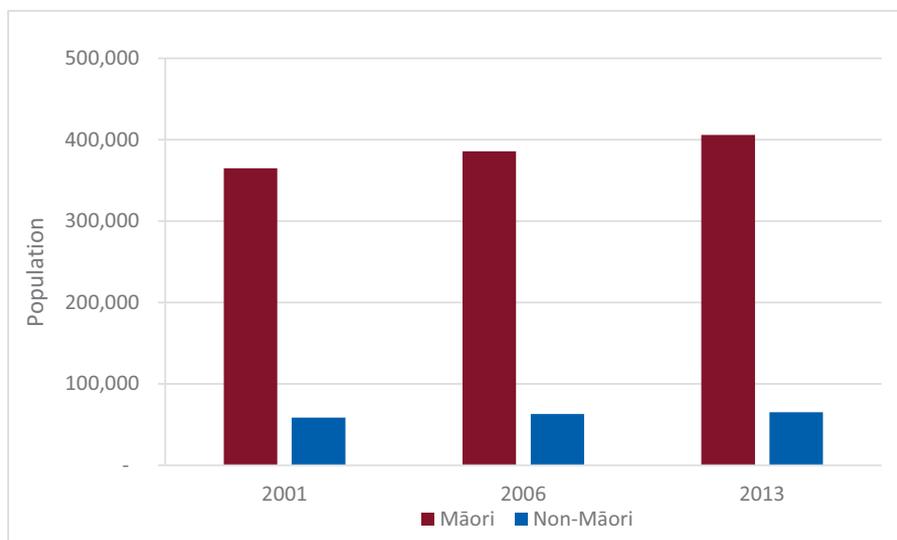
Māori economy in the Greater Wellington Region

March 2018

2.1.1 Māori and non-Māori profile for Māori residents of the Wellington region

Census 2013 data of the region's total population for the last three Census measures, broken down by Māori and non-Māori shows that, overall, the percentage categorised as Māori (13.9 percent in 2013) has remained relatively unchanged between 2001, 2006 and 2013.³ As shown in Figure 2

Figure 2: Population for Census 2001, 2006, 2013 for Māori and non-Māori

**2.1.2 Mana Whenua and mātāwaka**

Mana Whenua, also known as iwi and hapū, is a term used to describe Māori who have tribal links to the Greater Wellington region. Mātāwaka refer to all Māori living in the Greater Wellington region. The last Census indicated that the percentage categorised as mana whenua were 16 percent with mātāwaka the remaining 86 percent. The data confirms that in 2001, 2006 and 2013, mātāwaka comprised the majority (over 80 percent) of Māori. Between 2001 and 2013, the percentage of the region categorised as mana whenua increased from 13 percent to 16 percent.

Graph 1 shows the percentage of Māori residents from the 2013 Census who declared iwi descent in each TA. It shows that in all TAs, non-mana whenua outnumbers mana whenua. The TAs with the greatest percentage of non-Mana whenua – Wellington City and Lower Hutt – are the two TAs with the highest overall population (both overall and Māori) in the region⁴.

Porirua, Kāpiti, Lower Hutt and Wellington City have broadly the same absolute number of mana whenua. By their smaller overall Māori population, however, mana whenua as a percentage of the total Māori population is greater in Kāpiti (32%) and Porirua (19%) compared with Wellington (11%) and Lower Hutt (12%).

³ Statistics New Zealand website Dataset (b)

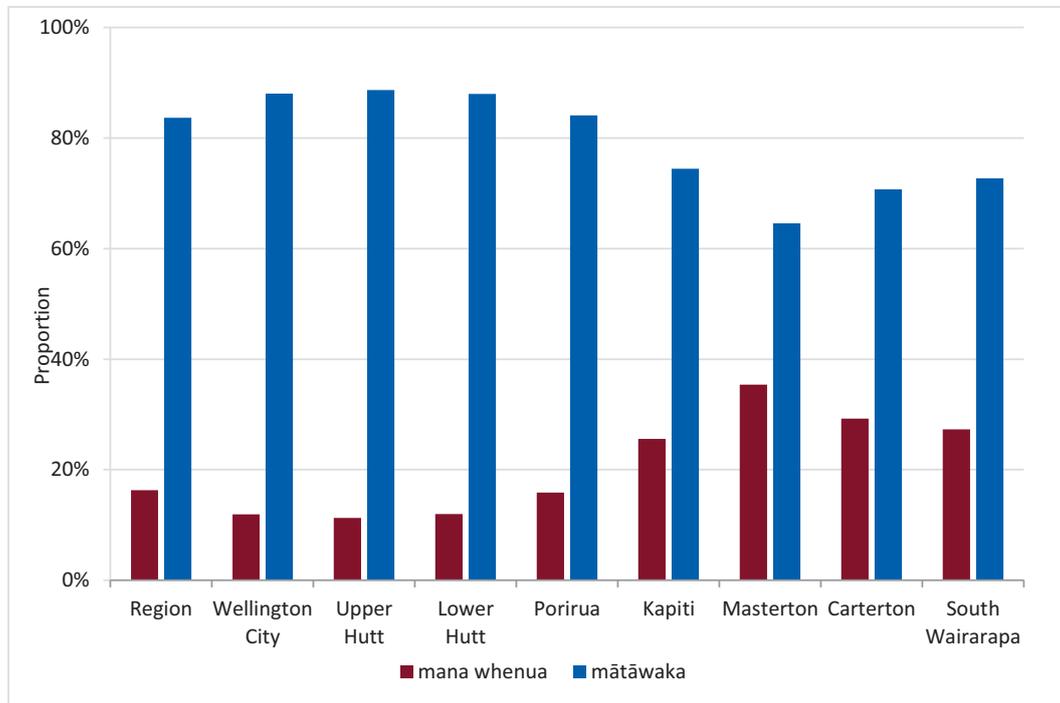
⁴ Census 2001 showed 9 people in the Mara Ward (Tararua District Council area), 2006 showed 3 people and 2013 showed 9 people.

Māori economy in the Greater Wellington Region

March 2018

Whilst Masterton, Carterton and South Wairarapa have a small overall Māori population compared to other TAs, a higher percentage of Māori in the Wairarapa have declared iwi descent compared with all other TAs in the region (except Kāpiti).

Graph 1: Regional Māori iwi declarations by decent per TA



Māori economy in the Greater Wellington Region

March 2018

2.1.3 Overview mana whenua and mātāwaka entities

Within the Greater Wellington region there are six iwi overlapping with the regional boundaries as set out in Table 2. Each of the iwi has established entities to support their interests. The nature and type of entity that represents each group have evolved in the past decade as they meet the Crown's requirements to receive Treaty of Waitangi settlement assets.

Table 2: Mana whenua entities and post settlement governance entities

MANA WHENUA	MANA WHENUA ENTITIES	POST SETTLEMENT GOVERNANCE ENTITIES
Ngāti Kahungunu ki Wairarapa	Ngāti Kahungunu ki Wairarapa Charitable Trust	Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Post Settlement Governance Entity
Ngāti Toa Rangatira	Te Rūnanga o Toa Rangatira Inc	Te Rūnanga o Toa Rangatira Inc
Rangitāne o Wairarapa	Rangitāne o Wairarapa Inc	Rangitāne Tu Mai Ra Trust
Taranaki Whānui ki Te Upoko o Te Ika	Port Nicholson Block Settlement Trust	Port Nicholson Block Settlement Trust
Ngāti Raukawa ki te Tonga	Ngā Hapū o Ōtaki	Not applicable
Te Ātiawa ki Whakarongotai	Ātiawa ki Whakarongotai Charitable Trust	Not applicable

Māori economy in the Greater Wellington Region

March 2018

2.1.4 Māori population are young

Māori in the Greater Wellington Region are relatively young compared to the non-Māori population.

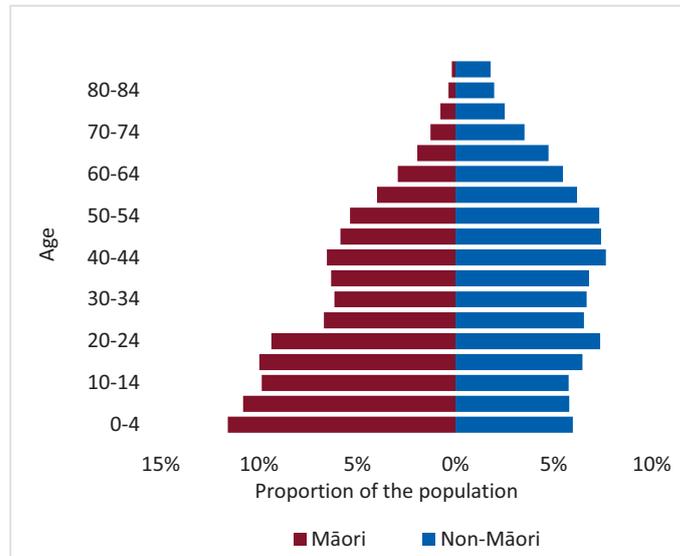
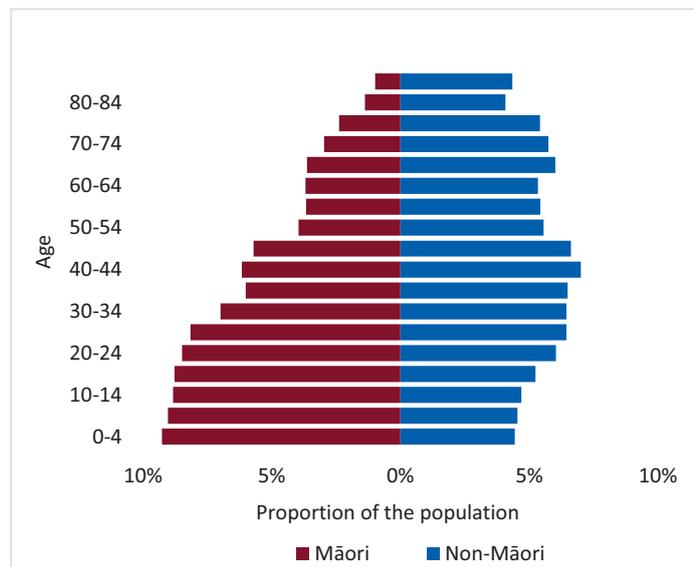
Figure 3: 2013 Population pyramid snapshot Māori vs rest of the population in GWR

Figure 3 shows a comparison of the age make-up of Māori and non-Māori in five year age brackets. This figure clearly shows the youth of Māori in the region. At the last Census, 58 percent of Māori were under 30 years old, compared to 38 percent of the non-Māori population.

Statistics New Zealand population projections for 2038 show that 53 percent of Māori will still be under 30 years old, while the rest of the population only 31 percent will be under 30 years old. There will also be a rapid increase in people over 65 years of age, including for Māori. Over 65 year category will double for Māori from 5 percent in 2013 to 11 percent in 2038. While the rest of the population the over 65 year category will also nearly double from 15 percent to 26 percent in 2038.

Because the Māori youth population is so much larger than the Greater Wellington region average, the Māori share of the working age population will grow in the coming years.

Figure 4: 2038 Population pyramid snapshot Māori vs rest of population in GWR**2.2 Labour force**

The labour force is defined as the population over 15 years old that are either in employment or seeking employment. Māori make up 11% of the labour force of the Greater Wellington region. The Māori labour force of Porirua City is particularly large, making up almost one fifth of the labour force of the city. The lowest

Māori economy in the Greater Wellington Region

March 2018

proportion of the labour force that are Māori is in Wellington City, with only 7 percent of the labour force being Māori.

Table 3: Share of the labour force that identify as Māori in the Greater Wellington region

Territorial Authority	Share of population
Kāpiti Coast	13%
Porirua City	18%
Upper Hutt City	12%
Lower Hutt City	14%
Wellington City	7%
Masterton	15%
Carterton	12%
South Wairarapa	12%
Greater Wellington region	11%
Total New Zealand	8%

2.2.1 Employment

Māori earning salaries and wages through employment is the largest contributor to household income in the Greater Wellington region for Māori.

In the 2013 Census, 61 percent of working age Māori over are employed, only slightly lower than non-Māori in the region. Employment in the districts within the Greater Wellington Region vary. In Masterton District, the employment rate is 55 percent, more than ten percentage points lower than Wellington City. In every district other than the Kāpiti Coast District, the Māori employment rate is lower than the Non-Māori employment rate.

According to the Household Labour Force Survey (HLFS), Māori employment rates in Wellington, South Island (excluding Canterbury) and Canterbury regions were strong over the year ending 2017. The Wellington region had the highest employment rate at 68.8 per cent. The lowest employment rate was in the Northland region (55.2 percent).

Māori economy in the Greater Wellington Region

March 2018

Table 4: Employment rate of Māori and non-Māori

Territorial Authority	Wellington Region	
	Māori	Non-Māori
Kapiti Coast District	59%	54%
Porirua City	56%	64%
Upper Hutt City	61%	64%
Lower Hutt City	59%	64%
Wellington City	68%	70%
Masterton District	55%	61%
Carterton District	61%	64%
South Wairarapa District	60%	65%
Wellington Region	61%	65%
Total NZ	57%	63%

2.2.2 Self employed

More than one fifth of the New Zealand population, and ten percent of Māori, are self-employed. The difference is smaller in the Wellington Region where 10 percent of Māori and 17 percent of non-Māori are self-employed. Across the Wellington Region, the highest self-employment rates are in the rural areas, with South Wairarapa and Carterton being the districts with the highest proportion of self-employed individuals. A summary of self-employment across the districts is shown in Table 5.

Māori economy in the Greater Wellington Region

March 2018

Table 5: Share of the working population that are self-employed

Territorial Authority	Wellington Region	
	Māori	Non-Māori
Kapiti Coast District	13%	13%
Porirua City	9%	20%
Upper Hutt City	9%	15%
Lower Hutt City	9%	18%
Wellington City	11%	17%
Masterton District	9%	23%
Carterton District	14%	25%
South Wairarapa District	16%	30%
Wellington Region	10%	17%
Total NZ	10%	22%

2.2.3 Income

Māori in the Greater Wellington Region generated an income from salaries and wages of \$1.2 billion per annum. This is a significant contribution to the Greater Wellington Regional economy.

The median income for Māori in the Greater Wellington Region was \$24,100 as shown in Table 4. This is lower than the median income for the total population in the region, \$32,700. No surprise, Māori in Wellington City earned the highest median income of \$31,000 per annum. The lowest median income for Māori was in South Wairarapa, earning \$3,400 per year less than the average for Māori in the Greater Wellington Region.

On average Māori in the Greater Wellington Region earn \$165 per week less than the rest of the population in the Region.

Māori economy in the Greater Wellington Region

March 2018

Table 6: Median income for Māori and the total population

Territorial Authority	Māori	Total
Kapiti Coast District	24,200	26,900
Porirua City	23,500	31,400
Upper Hutt City	27,300	32,000
Lower Hutt City	25,100	31,500
Wellington City	31,000	37,900
Masterton District	20,700	25,300
Carterton District	24,000	26,700
South Wairarapa District	21,900	28,900
Wellington Region	24,100	32,700
Total NZ	22,500	28,500

2.2.4 Education

Within the Greater Wellington region there are significant differences in the level of qualification of the Māori workforce between the eight TAs as shown in Table 7. Wellington City has the highest proportion of Māori with a bachelor's degree and post graduate qualifications. Also, the City has the lowest level of the Māori workforce with no qualifications. Masterton, Carterton and South Wairarapa District have the highest proportion of the Māori workforce with no qualifications.

Table 7: Qualifications for Māori population in Greater Wellington Region

Territorial Authority	No qualification	High School qualification	Level 3-6	Bachelor's Degree	Post Graduate qualification
Kapiti Coast District	20%	32%	29%	12%	7%
Porirua City	21%	31%	28%	14%	7%
Upper Hutt City	21%	32%	31%	11%	6%
Lower Hutt City	21%	30%	29%	14%	7%
Wellington City	9%	22%	29%	25%	16%
Masterton District	28%	31%	29%	9%	3%
Carterton District	26%	31%	29%	9%	5%
South Wairarapa District	23%	30%	28%	13%	6%
Wellington Region	16%	27%	29%	18%	10%
Total NZ	21%	30%	29%	14%	6%

Māori economy in the Greater Wellington Region

March 2018

Table 8 shows a comparison between Māori and non-Māori in the Wellington Region and New Zealand. Māori and non-Māori have similar proportions with high school and level three to six qualifications; approximately 30 percent of Māori hold each of these qualifications.

The main difference is in the proportions with no qualification and the proportion of having a bachelor's degree or above. In the Wellington Region, 28 percent of non-Māori hold at least a bachelor's degree compared with 14 percent for Māori. In all of New Zealand, one fifth of the population hold at least a bachelor's degree compared with 11 percent for Māori.

Table 8: Highest qualification of Māori and non-Māori in Greater Wellington and NZ

Highest qualification	Wellington Region		New Zealand	
	Māori	Non-Māori	Māori	Non-Māori
No qualification	27%	16%	33%	21%
High School qualification	30%	27%	30%	30%
Level 3-6	29%	29%	26%	29%
Bachelor's Degree	10%	18%	8%	14%
Post Graduate qualification	4%	10%	3%	6%

2.2.5 Occupation

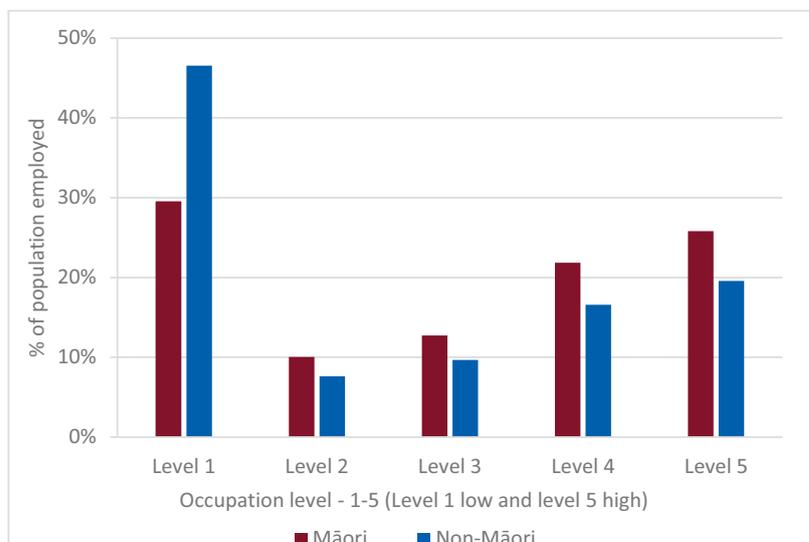
The Australian and New Zealand Standard Classifications of Occupations (ANZSCO), assigns a skill level to occupations from a range of one to five, one being high skilled and five being low skilled. Nearly 30 percent of Māori employed in the Greater Wellington region are employed in a low skilled job as seen in Figure 5.

There is a stark contrast between the proportion of Māori and non-Māori in high-skill jobs. For Māori, 30 percent are in high-skill jobs compared with 47 percent for non-Māori.

Māori economy in the Greater Wellington Region

March 2018

Figure 5 : Occupation skill level of Māori and non-Māori employed in the Greater Wellington region



Breaking down the occupations into eight broad groups, Māori in the Wellington Region are in similar occupations to non-Māori in the Greater Wellington Region as shown in Table 9 below. Māori are relatively more concentrated in labouring, machinery operation and sales while non-Māori are relatively more likely to be managers or professionals. This reflects the picture in Figure 5 as Labouring is a low skill job while managers and professionals are typically high skill roles.

Table 9: Occupations of Māori and non-Māori

Occupation	Wellington Region		New Zealand	
	Māori	Non-Māori	Māori	Non-Māori
Managers	14%	17%	13%	18%
Professionals	21%	29%	16%	21%
Technicians and Trades	11%	10%	11%	11%
Community and Personal Servi	12%	9%	12%	9%
Clerical and Administration	14%	13%	11%	11%
Sales	10%	8%	8%	9%
Machinery Operation	7%	3%	9%	5%
Labouring	12%	7%	19%	11%

2.2.6 Industry

The Australian and New Zealand Standard Industrial Classification (ANZSIC) classifies industries into sectors. The proportion of Māori working a high level summary of these sectors is shown in Table 10. This table shows that the distribution of Māori in these industries is similar to non-Māori in the Wellington Region. More than one third of working Māori in the Wellington Region are employed in the social services sector and half the working

Māori economy in the Greater Wellington Region

March 2018

Māori work in retail trade and business services. The largest difference between the sectors of Māori and non-Māori is the “business services” sector, which employs 22 percent of Māori and 30 percent of non-Māori.

The distribution of Māori in these sectors is similar to non-Māori in the Wellington Region. More than one third of working Māori in the Wellington Region are employed in the social services sector. Half the working Māori work in retail trade and business services. The largest difference is the “business services” sector, which employs 22 percent of Māori and 30 percent of Non-Māori

Table 10: Employment per sector for Māori

Industry	Wellington Region		New Zealand	
	Māori	Non-Māori	Māori	Non-Māori
Primary	3%	2%	8%	7%
Manufacturing	7%	5%	12%	10%
Construction	0%	0%	9%	8%
Wholesale and Distribution	9%	8%	9%	9%
Retail Trade	22%	20%	19%	20%
Business Services	22%	30%	15%	22%
Arts and Recreation	3%	3%	2%	2%
Social Services	34%	32%	26%	23%

Māori economy in the Greater Wellington Region

March 2018

3 Social Capital

“... Social capital provides the glue which facilitates co-operation, exchange and innovation.”

The New Economy: Beyond the Hype

There are numerous definitions of social capital found in the literature. For the purposes of developing a measurement framework for New Zealand, according to Statistics NZ, social capital was defined as "relationships among actors (individuals, groups, and/or organisations) that create a capacity to act for mutual benefit or a common purpose⁵." Lightly based on this definition, this section provides an overview of the social capital that supports, facilitates and enhances the wellbeing of Māori. This includes speaking te Reo, looking after whānau, inter connectedness (marae) ensuring healthy outcomes, protecting cultural heritage.

3.1 Te Reo speakers

Based on the Census figures, Māori speaking te Reo is declining. The highest proportion of Māori who speak te Reo are located on Kāpiti Coast district. The lowest proportion of Māori speaking te Reo is in South Wairarapa as shown in Table 11.

Table 11: Māori speaking te Reo

District	Te Reo	
	2006	2013
Kapiti Coast District	26%	25%
Porirua City	23%	21%
Upper Hutt City	20%	16%
Lower Hutt City	25%	23%
Wellington City	21%	19%
Masterton District	22%	18%
Carterton District	16%	15%
South Wairarapa District	15%	12%
Wellington Region	15%	21%
New Zealand	19%	21%

Statistics NZ completed the Te Kupenga (2013) survey that gives a picture of the social, cultural, and economic well-being of Māori in New Zealand, including information from a Māori cultural perspective. The results from the survey for Māori in the Wellington region showed that:

- 39 percent of Māori adults had some ability to speak te Reo Māori; that is, they were able to speak more than a few words or phrases in the language. This compares with 153,500 (42 percent) in 2001.

⁵ Please refer to <http://www.oecd.org/newzealand/2381968.pdf> for a further discussion

Māori economy in the Greater Wellington Region

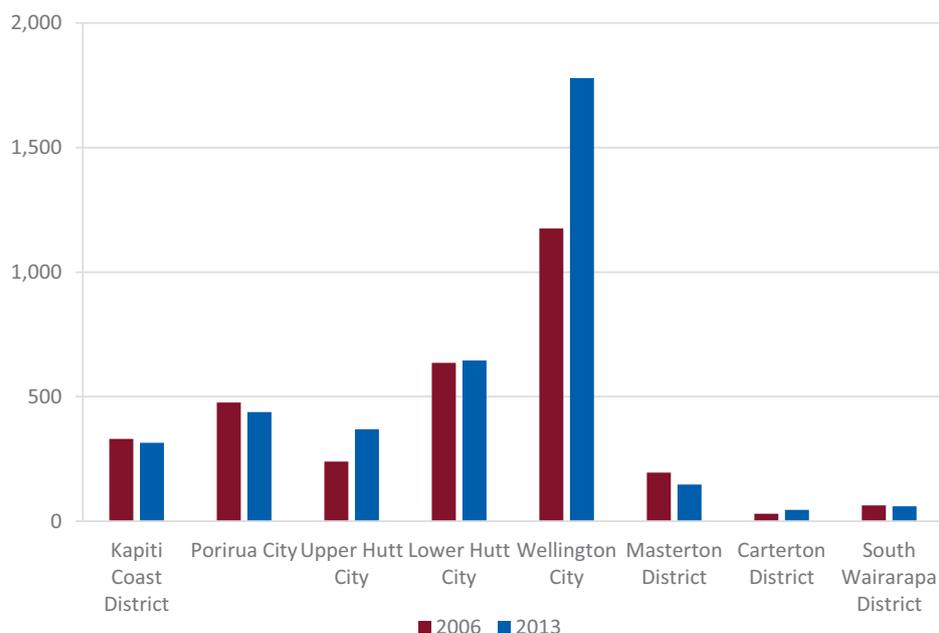
March 2018

- 12 percent of Māori adults could speak te Reo Māori very well or well; that is, they could speak about almost anything or many things in Māori.
- 25 percent of Māori adults reported speaking te Reo Māori regularly within the home

3.1.1 Non-Māori speaking te Reo

The number of non-Māori speaking te Reo is noteworthy, in proportion to Māori speaking te Reo. Non-Māori make up one quarter of the population that speak te Reo in the Greater Wellington Region as seen in Graph 2. Also, in Wellington City there has been a substantial increase between Census 2006 and Census 2013 in non-Māori speaking te Reo.

Graph 2: Number of Non-Māori people speaking te Reo



3.2 Marae are an integral part of Māori heritage and social cohesion

Marae can be simply defined in legal terms as a meeting place registered as a reserve under the Te Ture Whenua Māori Act 1993 ('The Māori Land Act'). Each marae has a group of trustees who are responsible for the operations of the marae. The Act governs the regulation of marae as reservations and sets out the responsibilities of the trustees in relation to the beneficiaries.

More importantly, are the roles that marae play in meeting the needs and aspirations of the people who belong there as:

- tūrangawaewae – a place to stand for whānau, hapū and iwi based on whakapapa
- centres to re-establish spiritual connections to an eponymous ancestor and to share and restore bonds of kinship

Māori economy in the Greater Wellington Region

March 2018

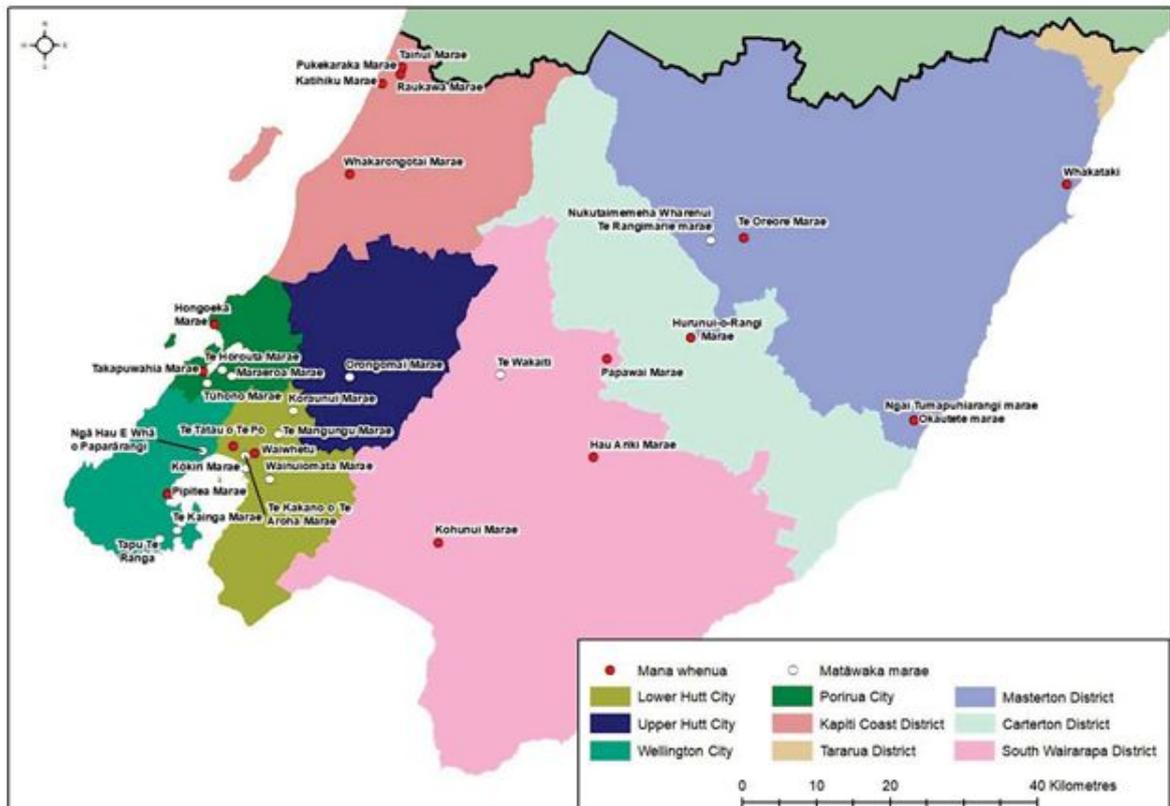
- focal points to enable improved social (eg waka ama, Te Reo, tikanga) and economic (eg pre-training) outcomes
- centres in which to develop and implement strategic and operational plans to achieve collective aspirations

Marae also play an integral role in the celebrations and challenges throughout the life cycle of whānau, hapū and iwi.

There are approximately 33 mana whenua, mātāwaka and Church marae in the region. The following list excludes any marae located in education settings including kohanga reo, kura kaupapa, schools or universities. Refer to Table 9 for list of the marae and a map showing the locations of marae relative to territorial authority boundaries.

Map showing Mana whenua and mātāwaka marae in the GWRC Region

The following map shows the locations of mana whenua and mātāwaka marae relative to territorial authority boundaries in the Greater Wellington region.



Māori economy in the Greater Wellington Region

March 2018

3.3 Examples of mana whenua marae

As shown in the map, there are 18 mana whenua marae in the region and information on five examples follow.

3.3.1 Pāpāwai marae

Pāpāwai marae is located minutes from the heart of Greytown in the Wairarapa and is one of the most historically important marae in New Zealand.

Pāpāwai was established in the 1850s when the government set aside land for a Māori settlement near Greytown. In the 1880s, Hāmuera Tamahau Mahupuku became the leader of Pāpāwai. Under Mahupuku, the marae experienced rapid growth. The Hikurangi meeting house was opened in 1888, and a large T-shaped structure was built for the Māori parliament. In 1897 and 1898 the Māori parliament met at Pāpāwai Marae. At the time, Pāpāwai was known as the 'Māori capital', with 3,000 Māori residents.⁶

Today, the marae is a vital part of local life, with new buildings including apartments for elders. It offers courses, including tai chi and line dancing. Near the meeting house at Pāpāwai is a funeral monument that resembles half a canoe hull. This is a memorial to the loss of Lake Wairarapa and the surrounding land to the government. The carvings depict the eels and flounder which were once plentiful in the area.

3.3.2 Takapuwahia marae

The whareniui, Toa Rangatira, at Takapuwahia marae was opened in 1982 and replaced the previous whareniui, which had stood since 1901. The wharekai is called Parehounuku. The marae connects ancestrally to the waka Tainui, the maunga Whitireia, and the awa Porirua.⁷

Two Pou (carvings) at the entrance to Takapuwahia village depict the prow and stern of a waka that represents the Ngāti Toa journey from the Waikato to Porirua in the 1820s. By the 1850s the Takapuwahia pa (Māori village) was effectively a working farm with its own crops, vegetables, fruit and flour mill, with the iwi (tribe) passing down the land from generation to generation. From the late 1960s, the government used the Public Works Act to force purchase of land here for state housing, although as the state has gradually sold off properties many Ngāti Toa have bought them back.⁸

Today, the marae continues to provide the central focus for the various social, cultural and business activities of the iwi. In addition to the broad health services discussed later in this report, other initiatives include: Problem Gambling; Waka Ama Programme; total immersion Early Childcare Centre; Youth Mentoring; learner support programme; Environment (eg Marine Cultural Health Indicator Project).⁹

3.3.3 Raukawa marae

Raukawa marae is located in Otaki, off State Highway 1. Its principal hapū are Ngāti Korokī, Ngāti Maiotaki and Ngāti Pare of an iwi confederation made up of Ngāti Raukawa ki te tonga, Ngāti Toa Rangatira and Te Āti Awa. The whare tupuna is named Raukawa. The original meeting house at Raukawa Marae was built in 1853. The existing building was opened in 1936 with King Koroki and Princess Puea Herangi as guests.

⁶ <https://teara.govt.nz/en/wairarapa-places/page-7>

⁷ <https://www.Māorimaps.com/marae/takapuwahia>

⁸ <http://www.livebeyond.co.nz/suburb/takapuwahia>

⁹ <http://www.ngatittoa.iwi.nz/our-services/environment/projects>

Māori economy in the Greater Wellington Region

March 2018

In 1975, Ngāti Raukawa initiated a 25-year tribal development plan entitled 'Whakatupuranga rua mano – Generation 2000', which saw the widespread revitalisation of marae and the Māori language, and the establishment of Te Wānanga-o-Raukawa, the tribe's centre of higher learning in Ōtaki. The marae supported the Te Reo courses of Te Wānanga o Raukawa for many years starting in the 1980s.¹⁰

3.3.4 Whakarongotai marae

In 1850 a meeting house, Puku Mahi Tamariki, was built at the instigation of Wi Tako Ngatata-i-te-Rangi, chief of Ngāti Tawhirikura, Ngāti Kura, and Ngāti Hamua hapu of Te Āti Awa. It was originally erected at Tuku Rākau, situated by Te Moana Road and Greenaway Road in Waikanae. The meeting house was moved to its present site in 1886 so that it was near the growing settlement clustered around the railway line and bridge. Māori workers from local iwi were employed in the reconstruction process.

Between the 1970s and 1980s, the meeting house was renovated, the grounds improved, and new buildings were erected. In 1984, the carving of a female figure holding a white bird representing peace was placed in the grounds. The carving is called, Te Puna o te Aroha, "Foundation of Love". It was carved at Taumarānui from a Kauri tree presented by the descendants of William Jenkins and his wife Paeroke, who in 1840 established a Bush Inn at Te Uruhi, Paraparaumu Beach. Today, the Marae is an active focal point for Māori social, cultural, economic and political activities in the town.¹¹

3.3.5 Pipitea marae

Pipitea Marae was built in the early 1980s to meet the needs of the urban Māori population of Wellington and where traditional kawa and protocol are observed.

In 2009, the Crown included the vesting of the site of Pipitea marae to Taranaki Whānui ki Te Upoko o Te Ika as part of the cultural redress to settle their Treaty of Waitangi historical claims. The vesting was subject to securing an arrangement with the existing lessees, the mātāwaka Ngāti Poneke Māori Association. Subsequently, the Parties created a partnership where they offer the marae to be used and embraced by all.

Pipitea Marae Charitable Trust Annual report (2015) stated that the Trust has \$8.8m worth of equity being the marae \$8m and \$800,000 funds invested. Annual income from the Marae, including monthly parking is just over \$200,000 per annum. Pipitea Marae continues to provide a place for people of all iwi and races to meet.

3.4 Examples of mātāwaka marae

As shown in the map, there are 15 mātāwaka and church marae in the region. Most of these marae are located in the Wellington, Hutt Valley area. Information on three examples follow.

3.4.1 Orongomai marae

After an extensive fundraising, including Housie initially in private homes and later through professional help and major fund-raising events, Orongomai opened in 1976. The current site on the corner of Park Street and Railway Avenue was bought in 1972. By 1975, the Upper Valley Marae Community Centre Incorporated had raised \$90,000, and the council was raising a \$20,000 loan as the total cost was estimated at \$115,000.

Today, Orongomai is an urban, multifaceted centre and inclusive marae where Māori from different iwi could retain their tikanga while living in harmony with people of all cultures in a rapidly changing urban environment.

¹⁰ <https://teara.govt.nz/en/ngati-raukawa/page-4>

¹¹ <https://www.kapiticoast.govt.nz/whats-on/things-to-do-in-kapiti/Heritage-Trail/waikanae/whakarongotai-marae/>

Māori economy in the Greater Wellington Region

March 2018

Orongomai provides Social Services (including a food co-op), Health Services (including hearing tests, diabetes and podiatry clinics, a tamariki ora service and weekly kaumātua fitness programmes) and Community Services (including kōhanga reo), Training Programmes and Drug and Alcohol Counselling.¹²

3.4.2 Wainuiomata marae

Wainuiomata Marae was first registered as an incorporated society on the 4th April 1973 and changed to a Trust in November 2008. From the 1970s to the present Wainuiomata Marae has been a focal point for local whānau, hapū and iwi. In 2006, the whānau of the marae set about exploring economic opportunities to rejuvenate support and participation in the “community” based marae and included working in conjunction with all tribes and various races which make up the community at large of Wainuiomata.

Today, social and health services and programmes are offered across the lifespan include: Pepi playgroups, early childhood programmes, parenting programmes; Tamariki – young mothers support groups, sexual and reproductive health; Rangatahi – river restoration project, sports (including basketball, touch), gym sessions, music production, guitar lessons; Pakeke – Karanga and Paepae classes, breast and cervical screening, heart and diabetes checks; Kaumatua – Rongoā Māori clinics, managing Chronic Obstructive Pulmonary Disease.¹³

3.4.3 Maraeroa marae

The Maraeroa Marae Association Incorporated is a community organisation. Maraeroa marae focuses on the concept of Ngā Hau e Wha (The Four Winds) and provides facilities and services to all people, regardless of colour, race or creed whilst remaining an advocate of, and for, Māori.

Maraeroa marae is a community provider of services and programmes that include: Well Child / Tamariki Ora service is to assist Māori and Pacific whānau /families to improve and protect their tamariki / children’s health and wellbeing; Alcohol and Other Drug Assessment and Triage service comprehensive assessments; develop recovery plan; Community Injury Prevention service to protect whānau from injuries and to promote a safety culture; Community Māori Health / Whanau ora service is to provide a range of creative health promotion and prevention programmes eg cervical and breast screening services.¹⁴

3.5 Cultural tourism

Māori are increasingly utilising tourism in a bid to preserve and promote their culture and create a more prosperous future for the next generation. Within the Greater Wellington Region this is visible through specific events, museums, activities, film and art.

3.5.1 Museums

Te Papa Tongarewa

Te Papa Tongarewa has over 30,000 taonga (cultural treasures) registered in their Taonga Māori Collection. This spans a diverse range of material, from the most highly prized tribal taonga - such as ancestral carvings, personal ornaments, garments, and weaponry - to ‘worked’ material such as fragments of flaked stone from archaeological excavations, bird bone, mammal bones, and shell.

¹² <http://etuwhanau.org.nz/orongomai-marae-offers-manaaki-to-everyone/>

¹³ <http://www.takirimai.org.nz/WainuiomataMarae>

¹⁴ <https://www.maraeroa.Māori.nz/>

Māori economy in the Greater Wellington Region

March 2018

Te Papa Tongarewa also 'recognises the role of communities in enhancing the care and understanding of collections and taonga.' Taonga in this sense embraces any cultural items of significance or value.

Matariki celebrations

Te Papa celebrates Matariki with an array of special events. In 2016, almost 1,200 visitors joined Ngāti Toa for Te Hau o Matariki during a day of celebration to share stories, kai, art, and music for Matariki, and 700 people enjoyed Ngā Kai o Matariki | Food of Matariki, including Matariki-inspired cooking demonstrations by celebrity chefs. Also part of the celebrations was Kapa Haka and waiata presented by kaumātua from all over Aotearoa and attracted almost 4,500 people to Te Papa. The performances were streamed live through Te Papa's Facebook page and reached over 900,000 people around the globe. Matariki Rising in 2017 was the first step in a bold new plan to elevate Matariki to be an 'indigenous event of national identity'. The Kaumātua Kapa Haka event broke attendance records and the combined reach of the Facebook live videos was 1,606,764 views – an increase of 56% on the previous year.

Aratoi – Wairarapa Museum of Art and History

After two years of preparation, Aratoi Museum presented the largest exhibition of Ngāti Kahungunu taonga ever on display, with the support of Ngāti Kahungunu ki Wairarapa – Tāmaki Nui ā Rua Trust. *Te Marae o Rongotaketake - Redressing our Kahungunu History* demonstrated the journey of their people and Treaty settlement, through a significant exhibition that filled the entire Museum. It featured Ngāti Kahungunu stories and a pōwhiri process to guide visitors through the museum experience. The exhibition ran from 8 April to 3 September 2017¹⁵.



3.5.2 Nature, adventure and heritage tourism

Kāpiti Island Nature Tours

Kāpiti Island Nature Tours is a whānau company, providing a nature and cultural tourism experience on traditionally owned Māori land. The business operates the ferry business to and from Kāpiti Island, offering guided walks, overnight stays and kiwi-spotting tours. Whānau guides interpret the history, culture, wildlife and environment of the island for visitors through their knowledge and ties to the whenua. Kāpiti Island Nature Tours employ 22 staff, which includes an office on the mainland with marketing, sourcing and administration teams. And they have an island crew running seven-day shifts and that team varies between four and ten people per day¹⁶. The whole business revolves around whanaungatanga or kinship. Many of their staff are trained on the marae so they know how to look after people and ensure the hospitality they are extending is truly genuine.

¹⁵ Ngāti Kahungunu Ki Wairarapa – Tāmaki Nui Ā Rua Trust Annual Report 2016/17 Retrieved from http://www.kkwtnr.org.nz/wp-content/uploads/NKKW_2017-Annual-Report_optimised.pdf

¹⁶ Retrieved from <http://tourismticker.com/2017/09/15/an-operators-view-kapiti-islands-john-barrett/>

Māori economy in the Greater Wellington Region

March 2018

Kāpiti Four x 4 Adventure

Kāpiti Four x 4 Adventure Ltd is a whānau owned and operated business 45 minutes north of Wellington on the Kāpiti Coast in the Maungakotukutuku Valley just out of Paraparaumu.

Te Wharewaka o Pōneke Waka Tours

Three traditionally carved working waka/canoes are housed in the iconic Te Wharewaka o Pōneke building which sits between Te Papa Tongarewa and the waterfront. A traditional Māori mihi whakatau (welcome) including waiata (song) and introductions awaits visitors before experiencing paddling on one of the traditionally carved waka. They also provide an exclusive Waka and Māori Cultural Walking tour that takes visitors on Wellington's best Māori experience on the water and on land.

Heritage walks

Mana whenua work jointly with GWRC in leading heritage walks to discuss their history of, and association with, key sites of significance in the region (eg, Parangarau Lakes, Wairarapa Mana, Otaki River, and Waikanae River). There are opportunities to further develop and promote these walks as eco-tourism events.

3.5.3 Films

Māoriland Film Festival

Māoriland Film Festival is an International Indigenous Film festival that celebrates indigenous voices and storytelling in film. Each March, Māoriland brings films and their creators to Ōtaki for five days of screenings, workshops and special events. The Māoriland Film Festival is operated by the Māoriland Charitable Trust (MCT) out of the Māoriland Hub (68 Main Street, Ōtaki). In addition to the Film Festival, Māoriland operates a number of year-round activities, with a particular focus on Rangatahi (youth).

3.6 Education providers

The education sector plays an important part in providing Māori focused educational outcomes. The education sector is also an important part of the Māori economy in the Greater Wellington region. It generates significant income and provides a high level of employment opportunities for Māori. Starting with Kohanga Reo – that is focussed on early childhood education, to Te Kuru Kaupapa Māori schools, through to Ngā Wānanga that supports Māori in tertiary learning.

3.6.1 Kohanga reo

Te Kōhanga Reo is a Māori development initiative, aimed at maintaining and strengthening Māori language and philosophies within a cultural framework inspired by Māori elders in 1982. Te Kōhanga Reo National Trust Board was established in 1982 and formalised as a charitable trust in 1983. The Mission of the Trust is the protection of Te Reo, tikanga me ngā āhuatanga Māori by targeting the participation of mokopuna and whānau into the Kōhanga Reo movement and its Vision is to totally immerse Kōhanga mokopuna in Te Reo, Tikanga me ngā āhuatanga Māori.

According to the Trust there is at present in the Greater Wellington region 32 Kōhanga Reo facilities with 768 tamariki enrolled, employing 206 staff.

Māori economy in the Greater Wellington Region

March 2018

3.6.2 Te Kuru KauPapa Tongarewa Māori

In the Greater Wellington Region, there are four Te Kuru KauPapa Tongarewa Māori schools in July 2017. These schools had a total role of 475 students. There is also two other Māori-only schools with an additional 474 students.

3.6.3 Ngā Wānanga

The Wānanga sector is a significant employer in the communities where their main campuses are located. The number of students studying on campus also impacts on the community, through their purchase of goods and services and use of local facilities. Many campuses are located in small towns rather than major cities, and this increases the impact the Wānanga sector has on the economy of a community. The total economic impact of the funding of the Wānanga sector is comprised of operational expenditure, which includes staff wages and salaries, administration costs, course costs, building maintenance and capital expenditure, which is expenditure on new buildings or facilities, or upgrades to existing buildings or facilities. BERL completed an economic assessment of the Wānanga sector, including Te Wānanga o Raukawa, Te Wānanga o Aotearoa and Te Whare Wānanga o Awanuiārangi in 2014. **The total impact of the financial operations and activities of the Wānanga sector on the New Zealand economy in 2012 was \$482 million in expenditure on goods and services, \$321 million in Gross Domestic Product (GDP), and the employment of 2,890 Full-Time Equivalents (FTEs).**

These impacts are the short-term economic gains to the national economy from spending by the Wānanga sector. To more broadly understand the impact that the Wānanga sector has on the economy, it is also important to understand who undertakes learning within these organisations, and the impact that the Wānanga sector has on the skills development and productivity of these communities.

Te Wānanga o Raukawa

In 1975, The Raukawa Marae Trustees began a 25-year tribal development experiment, known as Whakatupuranga Rua Mano – Generation 2000. Te Wānanga o Raukawa was born out of this revival to assist the confederation to achieve its educational aspirations. The Raukawa Marae Trustees resolved to establish Te Wānanga o Raukawa in April 1981 for the advancement of knowledge and for the dissemination and maintenance of knowledge through teaching and research.

Te Wānanga o Raukawa became an incorporated body in 1984 and by 1993 Te Wānanga o Raukawa was recognised by the Crown as a “wānanga” under their new legislation known as the Education Amendment Act 1990. By this time Te Wānanga o Raukawa had been fully operational for over a decade.

There were 3,763 students enrolled in 2016, mostly part-time (82%), mainly Māori (88%), primarily studying at level 5 and above, all engaged compulsorily in te Reo learning. With an average age of 39 years this is a demographic quite different to that of other education providers.¹⁷

Te Wānanga o Aotearoa

Established in 1984, Te Wānanga o Aotearoa provide holistic education opportunities for Māori, peoples of Aotearoa and the world. It is one of New Zealand's largest tertiary education providers and operates from over 80 locations throughout the country, including Porirua, Wellington City, Lower Hutt, Upper Hutt and Masterton. Te Wānanga o Aotearoa has provided an alternative within the New Zealand tertiary education sector for 30 years, enhancing the skills and employment opportunities of more than 300,000 graduates.

¹⁷ Annual Report 2016 Te Wānanga o Raukawa

Māori economy in the Greater Wellington Region

March 2018

Te Whare Wānanga o Awanuiarangi

Te Whare Wānanga o Awanuiarangi was incorporated in 1992 by Ngāti Awa, and in 1997, under s162 of the Education Act 1989, was created by government as one of three wānanga. They had 8,572 students enrolled in 2016¹⁸. There were 351 students enrolled in post-graduate study.

3.7 Māori Health providers

There are various mana whenua and mātāwaka health providers in the Greater Wellington region operating within the various District Health Boards. The health providers not only provide critical health services to whānau, they also provide employment opportunities and a wide range of other support services.

3.7.1 Ora Toa Primary Health Organisation

Ora Toa Primary Health Organisation (PHO) is wholly owned by Te Rūnanga O Toa Rangatira Inc. It is registered as a charitable entity and is a not for profit organisation. Their mission is to assist the Porirua and wider communities to be aware of health issues, by providing information, options and choices which will empower Māori and non-Māori to develop and maintain a healthy lifestyle. Ora Toa is committed to working within the bounds of Tikanga O Toa Rangatira.

They have four medical centres in Takapūwāhia, Cannons Creek, Mungavin and Pōneke. They also have other community health services including Ora Toa Dental Service, Ora Toa Health Unit - Community Health Services, Ora Toa Mauriora Services and Ora Toa Disability Services¹⁹

The organisation generated **\$5.5 million in revenue** according to their Annual report for 2017²⁰.

3.7.2 Whānau Ora Wairarapa Collective Whānau Ora

The collective is made up of the two mana whenua iwi of Wairarapa – Rangitāne o Wairarapa and Kahungunu ki Wairarapa, and the two main Māori service providers Whaiora and Te Hauora Rūnanga o Wairarapa²¹. The collective see Whānau Ora as an opportunity to champion and facilitate the delivery of whānau services that link social, cultural and economic development and build whānau capability.

In the development of its programme of action, the collective engaged over 200 whānau and community members, and drew on their vast experience as providers and iwi organisations working across the Wairarapa community. The collective is in the early stages of programme planning and delivery.

3.7.3 Raukawa Whānau Ora

Raukawa Whānau Ora is a limited liability company with Te Rūnanga o Raukawa as the sole shareholder. This legal structure provides mana whenua with the means to have control and influence at a governance level and to minimise its liability through reduced involvement in management decisions.

¹⁸ Annual Report 2016, retrieved from <https://www.wananga.ac.nz/TWVoA-Annual-Report-2016-Web.pdf>

¹⁹ Retrieved from <http://www.ngatitua.iwi.nz/services/ora-toa-health-care-services>

²⁰ Annual report, retrieved from <http://www.ngatitua.iwi.nz/sitecontent/images/Folders/Files/OTL-signed-accounts.pdf>

²¹ Retrieved from <http://www.rph.org.nz/content/b2e4887a-07f3-43f2-92fa-64be384a18b6.cmr>

Māori economy in the Greater Wellington Region

March 2018

Raukawa Whānau Ora was formed with the vision to maximise our contribution to the survival and wellbeing of Māori as a people through the design and delivery of kaupapa based services. The organisation generated **\$4.3 million in revenue** in 2016/17 financial year²².

3.7.4 Tākiri Mai te Ata Whānau Ora Collective

Tākiri Mai te Ata is a collective of seven mātāwaka health, education, justice and social service providers, in the Wellington, Porirua and the Hutt Valley regions that have been working together for 45 + years. The providers in the collective include: Kōkiri Marae Keriana Olsen Trust; Kōkiri Marae Māori Women's Refuge; Mana Wāhine; Nāku Ēnei Tamariki; Tū Kōtahi Māori Asthma Trust; Wainuiomata Marae; and Whai Oranga o te Iwi Health Centre, who work together collectively to realise the aspirations of Whānau Ora.

²² Annual report, retrieved from http://rwo.iwi.nz/wp-content/uploads/2017/10/2017AGM_RWO_Annual_Report.pdf

Māori economy in the Greater Wellington Region

March 2018

4 Financial and physical Capital

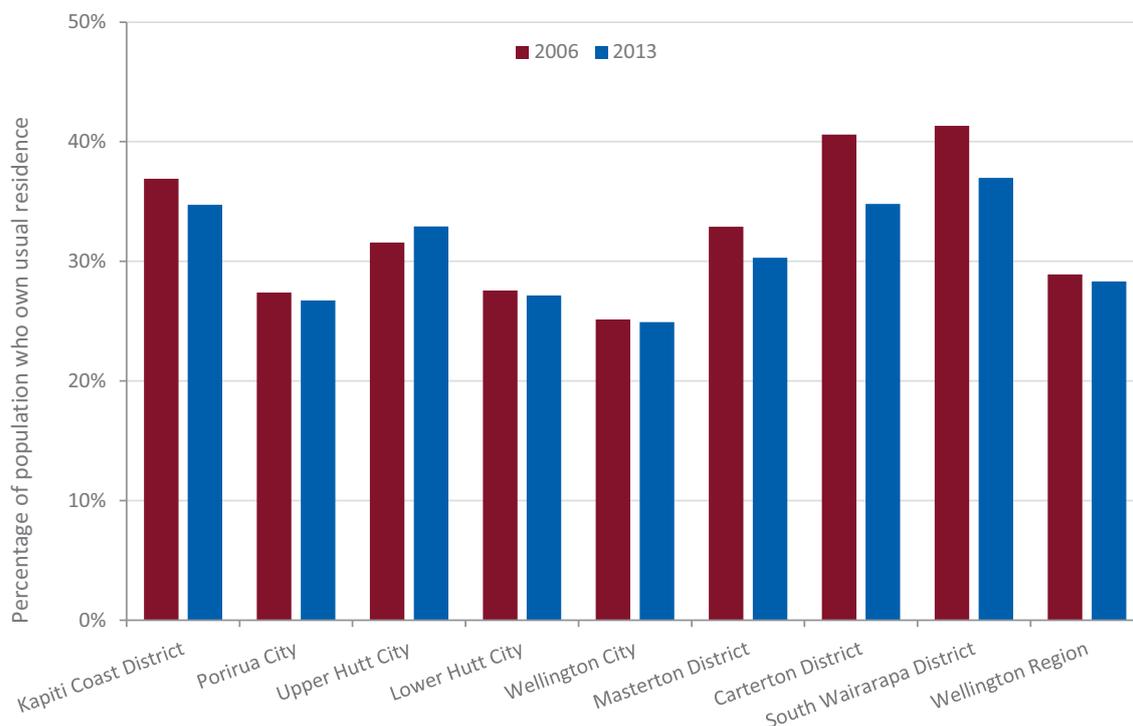
The level of financial and physical capital (economic wealth) and associated income flow that an individual or household has are important determinants of their material standard of living, now and over time.

Stiglitz et al., 2009

4.1 Home ownership

A big part of our economy is home ownership. Māori home ownership rates in the Greater Wellington Region has only decreased by one percentage point between 2006 and 2013 Census as shown in Figure 6. The trends within the region show a marked drop in the districts of the Wairarapa. Only Upper Hutt City had a one percentage point increase in home ownership.

Figure 6: Home ownership rates in the Wellington Region by Māori ethnicity, 2006 and 2013



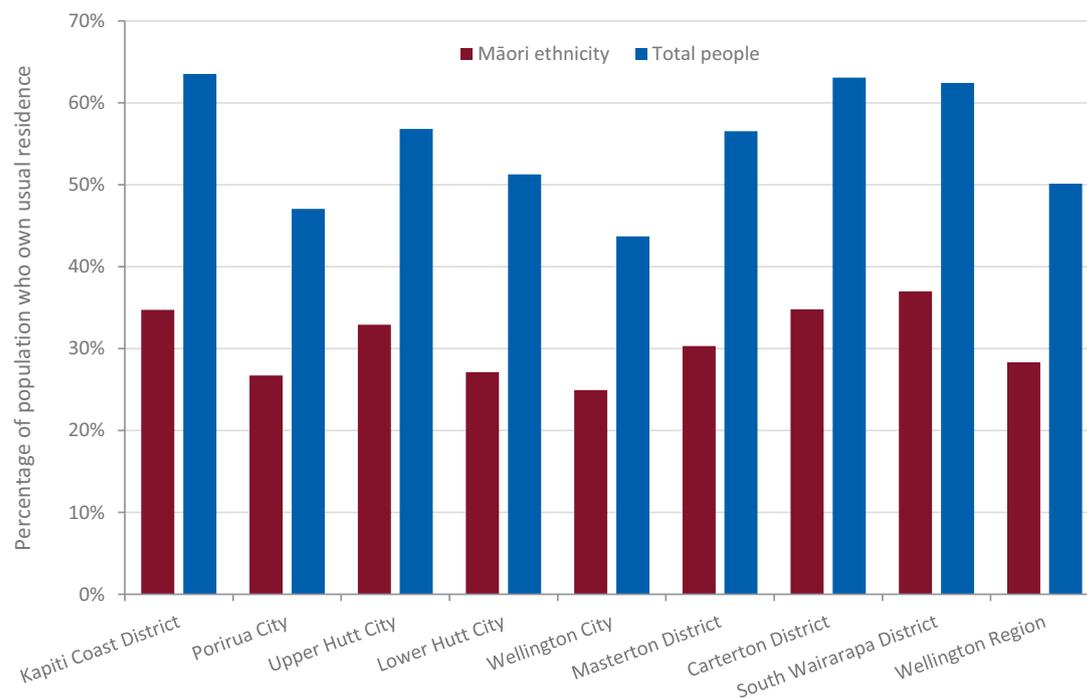
In 2006, South Wairarapa, Carterton and the Kāpiti Coast District had the highest level of Māori home ownership in the Wellington Region with between 37 and 41 percent of Māori individuals in these districts owning their own home. In 2013, Māori home ownership rates in these districts fell to 35 to 37 percent. Wellington City has the lowest home ownership rate, though this has remained constant at 25 percent in both 2006 and 2013.

In the Wellington Region, 28 percent of Māori own their own home, down from 29 percent in 2006. In comparison, the overall population of the Wellington Region has a 50 percent home ownership rate in 2013, as shown in Figure 7. For Māori and non-Māori, the Kāpiti Coast, Carterton and South Wairarapa Districts had the highest overall home ownership rates in 2013 across the Wellington Region.

Māori economy in the Greater Wellington Region

March 2018

Figure 7: Home ownership rates in the Wellington Region, Māori ethnicity and total population, 2013



4.2 Home affordability

For home affordability, Māori median household income in 2013 and 2017 has been compared to average house sale prices in 2013 and 2017 for the Wellington Region and the eight TAs within the region. By then dividing average house sale prices divided by median household income, a ratio can be estimated. This ratio can then be used to show if houses on average are becoming more or less affordable.

Table 12 shows that the Māori median household income across the Wellington region was \$51,400 and using Household Labour Force Survey (HLFS) data, it is estimated that in 2017 the Māori median household income would be \$55,800. This is a gain of \$4,400 or nine percent, across the four years.

Table 12: Ratio of average house sale price to median household income for Māori, 2013 and 2017

Area	Median household income		Ratio of average sale price to income		Change in ratio 2013 to 2017
	2013	2017	2013	2017	
Kapiti Coast District	30,300	32,900	13.5	15.2	1.6
Porirua City	40,500	44,000	10.1	12.3	2.2
Wellington City	54,600	59,300	10.2	11.1	0.9
Lower Hutt City	38,800	42,100	10.3	11.3	1.0
Upper Hutt City	40,600	44,000	9.3	10.2	0.9
Masterton District	27,700	30,000	10.4	10.1	-0.3
Carterton District	34,600	37,600	8.9	9.1	0.3
South Wairarapa District	31,100	33,700	11.0	11.4	0.4
Wellington Region	51,400	55,800	8.8	9.4	0.6

Māori economy in the Greater Wellington Region

March 2018

At the same time the ratio of average house sale prices to Māori median household income has gone from 8.8 to 9.4. This means that in 2013, the average sale price of a house in the Wellington region was 8.8 times the median Māori household income. Now in 2017, the average sale price of a house in the Wellington region is 9.4 times median income.

This rise in the ratio has come from an estimated 16 percent increase in the average sale price of a house in the Wellington region between 2013 and 2017.

At the same time for the overall population, the ratio of average house sale price to median household income has increased from 4.8 to 5.1.

4.3 Papakāinga housing

Papakāinga translates as ‘nurturing place to return to’ and reflects a type of housing development that is located on multiply-owned Māori or ancestral land. The term papakāinga can have a different meaning depending on the context. Whenua Māori in the context of papakāinga can refer to, Māori Freehold Land registered in the Māori Land Court as a Māori title, land in General Title where it once was Māori title (pre the compulsory conversion to General Title from 1967 for example), land in the process or intention of being converted back into Māori title or land that is considered to be Māori ‘customary’ land with clear and demonstrated tikanga, history or other matters of significance (for example adjacent to a Marae) meaning it is ‘attached’ to the ownership and kaitiaki of the whānau/hapū. There are a number of existing, and proposed new, papakāinga in the region²³.

4.3.1 Hurunui-o-Rangi Marae Papakāinga

A new papakāinga development is underway in the Wairarapa for the beneficiaries of the Hurunui-o-Rangi Marae, located 10km east of Carterton. The development includes a rebuild of the marae and six new homes that will allow whānau to live on their ancestral land in affordable healthy homes and support their marae. The project will be completed over two years. This papakāinga development is a collaborative effort and includes funds of \$1.6m from the Māori Housing Network led by Te Puni Kōkiri and a Kāinga Whenua bank loan secured by the Trust.



4.3.2 Te Aro Pā Trust papakāinga housing

Te Aro Pā is Wellington’s first city papakāinga. Dwell is managing the homes on behalf of the Te Aro Pā Whenua Trust which represents the collective owners of the land. They have developed a contemporary kāinga (village) made up of ten three-bedroom units and four one-bedroom units for young families, kaumātua and professionals who have a connection to the original Ngāti Ruanui and Taranaki Iwi people of Te Aro Pā.

²³ Definition from file://dc.berl.cloudit.services/Users/\$/hillmare/Downloads/tpk-guide-papak%C4%81inga-housing-2017%20(1).pdf

Māori economy in the Greater Wellington Region

March 2018

4.3.3 Exploration of new Papakainga opportunities

In 2016, both Ngāti Toa and PNBST signalled they are exploring the possibility of papakāinga development in their respective areas of interest.

4.4 Māori business

To develop an in depth understanding of Māori business participation in the economy, the research focussed on *Māori in business* and *Māori businesses*. As in Statistics New Zealand's Census collection, Māori in business are defined as Māori employers and self-employed Māori. Māori businesses are Māori-owned entities with multiple or collective ownership. A key point of difference is that the beneficial owners in a Māori business are there by inheritance or whakapapa and their equity interest or shares also denote their tangata whenua²⁴ status and tūrangawaewae²⁵ of the beneficiary. There is a wide range of Māori businesses and Māori in business operating in the Greater Wellington region. These businesses are represented in all sectors of the economy.

4.4.1 Māori in business

Apart from Māori employers and self-employed Māori (see 2.2.2), there is no official data held on Māori in business. However, Poutama is a self-funded, pan-tribal and proactive Māori business enabling organisation that fosters the development, growth and consolidation of Māori-owned businesses and commercial activities²⁶. Since 5th July 1988, Poutama has been delivering its unique range of business services and in July 2018 will celebrate thirty years of service delivery to Māori business. Poutama works with Māori businesses at all levels and across all sectors.

Poutama has indicated that they have 180 Māori businesses on their database that has received investment support in the Greater Wellington Region. These businesses are across a wide range of industries, as set out in Table 13. There is a substantial proportion of Māori business that provide business services. These services include accounting, business consultants, export consultants, entrepreneurial support, management tools and real estate management

²⁴ Indigenous Māori people of a particular area of New Zealand

²⁵ Area which you call home

²⁶ Further information about Poutama is available at <https://poutama.co.nz/>

Māori economy in the Greater Wellington Region

March 2018

Table 13: Poutama Māori businesses per category

Poutama Māori businesses	Businesses
Business services - Legal, business consultants, management, accounting	40
Entertainment – film, video, events	23
Home improvements - Construction, cleaning, garden services	16
Communication and IT – film, video, PCs	16
Retail - Clothing manufacturing, clothing sales,	16
Health - Drug and alcohol testing, nursing, dental manufacturing	15
Beauty therapy and products - Beauty products and spa's	11
Food – exports, retail, organic food	11
Educational – educational games, programmes	9
Agriculture – exports-	7
Construction – roofing, tiling, concrete placing	6
Tourism – trips, excursions	5

Below are three examples of Māori in business (Māori employers and self-employed) in the Greater Wellington region.

Stone Cutter

At StoneCutter Vineyard & Winery, we make wine carefully. Small crops of intensely flavoured fruit from our boutique Martinborough vineyard are lovingly hand crafted into exceptional wines of distinctive character at our on-site winery.

We take the same time and care that ancient Māori used to craft their greenstone treasures - hence the name StoneCutter. It's a reflection of the dedication, patience and commitment to perfection that we share with the indigenous people of this land. (<https://stonecutter.co.nz/>)



Māori economy in the Greater Wellington Region

March 2018

Kāhui Tautoko Consulting Ltd



Specialise in “Community Development” projects and services for a range of Non-Government Organisations (NGOs) and Government agencies. At present, they target indigenous community development projects in a wide range of sectors including healthcare, education, sport and physical well-being, Māori Development, Pacific Development, Justice / Corrections / Police and social services. We work in New Zealand, the Pacific Islands and Canada.²⁷

Miromoda, Indigenous Māori Fashion Apparel board

MIROMODA - Indigenous Māori Fashion Apparel Board was founded as an organisation instituted to advance the quality status of Māori fashion design and to raise its artistic and professional standards.

Miromoda’s core business is to provide business opportunities for emerging and established Māori fashion designers to participate predominantly in the fashion and apparel industry and associated sectors including tourism, business development and the creative sectors. Miromoda and New Zealand Fashion

Week founder Dame Pieter Stewart, have created an endowment to support the next generation of Māori fashion designers. Miromoda primarily achieves this by organising an annual Māori Fashion Design Awards Competition and a Showcase at NZ Fashion Week.²⁸



4.4.2 Māori business

Below is an example of Māori businesses (Māori-owned entities with multiple or collective ownership) in the Greater Wellington region.

Porirua's old hospital site set to be turned into 800 houses

Ngāti Toa Rangatira and Carrus Corporation are involved in a joint project to develop up to 800 houses in a major new housing development around Porirua's old hospital. A mix of medium-density and standalone homes, the 50-hectare development will be built on land Ngāti Toa received as part of a Crown Treaty settlement. The first stage is expected to contain about 150 dwellings, the majority of which would be priced in the mid-\$500,000 range.

Taranaki Whānui’s first residential development

In 2016, the Port Nicholson Block Settlement Trust signalled it was on track to develop Taranaki Whānui’s first residential development at 117-119 Muritai Road, Eastbourne, ‘Muritai Lane’ which is the former Eastbourne

²⁷ www.kahuitautoko.com

²⁸ www.miromoda.com

Māori economy in the Greater Wellington Region

March 2018

Police Station site. The site will provide four new, mid to high-end homes, three of which were sold off the plans. The site was previously used as a police house and old jail cell.

Petone housing development joint venture

The Wellington Company and the Port Nicholson Block Settlement Trust are engaged in a joint venture to develop the former Housing New Zealand (HNZ) land in Petone. The new Jackson Street subdivision will feature 56 two and three storey townhouses. The Petone development is known as Paetutu.

Wellington Tenths Trust

The Wellington Tenths Trust (the Trust) is an Ahu Whenua trust constituted by the Māori Land Court Order of December 16, 2003. There are currently 6,133 registered beneficial owners who are descendants of hapū of Te Ātiawa, Ngāti Tama, Taranaki, and Ngāti Ruanui tupuna who were living within the rohe in 1839. With total assets as at 31 March 2014 of \$55.6 million the beneficial owners of the Trust are now achieving a good economic return from their assets. The Trust was established to administer Māori Reserve lands, largely in urban Wellington, although it also administers a rural block in Kaitoke, Upper Hutt.

The Trust is involved in a number of significant projects and has investments in commercial, residential and rural leasehold properties. Information on two significant projects follow.

Pipitea Plaza

The Pipitea Plaza is a multi-storied commercial property currently tenanted by the Government Communication Security Bureau. The Trust entered into a joint venture with the Redwood Group from Auckland to develop the site in 2008. The Trust has retained a 25% interest in the completed development of the nine level building provides 16,500 square metres of space to let. On completion the building was awarded a 5-star Green rating by the New Zealand Green Building Council.

Village at the Park

The Trust invested in the Village at the Park retirement village (including Little Wonders Early Child Care Centre) on the former Athletic Park as a joint venture investment. The Village at the Park offers various levels of accommodation for those aged over 55 years. Accommodation options range from hospital and dementia bed facilities to independent apartments and apartments with care services included to fully independent villas. The joint venture has elected to reinvest profits from the development into further development phases of the overall project.



Māori economy in the Greater Wellington Region

March 2018

4.5 Treaty of Waitangi Historical Claims Settlement Assets

Three of six mana whenua partners in the region have settled (and one is about to settle) their negotiations with the Crown on their Treaty of Waitangi historical claims. Refer to Appendix B for an overview of the financial, commercial and cultural redress of each iwi.

Collectively the assets of the settled iwi are about \$300 million. The majority of these assets are fisheries quotas and the rest are concentrated in property and some forestry.

4.5.1 Port Nicholson Block Settlement Trust

Since 2009, PNBST has managed the settlement redress assets, including the financial quantum of \$25 million, on behalf of Taranaki Whānui ki Te Upoko o Te Ika.

4.5.2 Ngāti Toa Rangatira Inc

Since 2014, Te Rūnanga o Toa Rangatira Inc has managed the Treaty of Waitangi redress assets on behalf of iwi which includes the financial settlement of \$70.6million.

4.5.3 Rangitāne Tu Mai Ra Trust

Since 2017, the Rangitāne Tu Mai Ra Trust has managed the Treaty of Waitangi redress assets of Rangitāne o Wairarapa including the financial settlement of \$32.5 million.

4.5.4 Ngāti Kahungunu ki Wairarapa

Ngāti Kahungunu ki Wairarapa are expected to settle in 2018. The Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Post Settlement Governance Entity will manage the Treaty of Waitangi redress assets. The Crown offered \$93 million plus cultural redress and rentals from Ngāumu Forest

4.5.5 Te Ātiawa ki Whakarongotai

The Office of Treaty Settlements has invited Te Ātiawa ki Whakarongotai (TAKW) to consider entering into direct Treaty settlement negotiations through the Crown Recognised Mandate process. TAKW has begun to engage whānau in discussing the process.²⁹

4.5.6 Ngāti Raukawa ki te Tonga (Ngā Hapū ō Ōtaki)

This iwi has yet to start their journey in negotiating their Treaty of Waitangi historical claims.

²⁹ <http://teatiawakikipiti.co.nz/office-treaty-settlements-invitation-crown-recognised-mandate-process/>

Māori economy in the Greater Wellington Region

March 2018

5 Natural Capital

Natural capital are the aspects of our environment that improve intergenerational wellbeing, including land, soil, water, biodiversity, minerals, energy resources, and ecosystem services. This section provides an overview of the natural capital, including fishing rights, Māori freehold land as well as management and co-management of resources.

5.1 Resource management Act

The Resource Management Act (RMA) recognises that Māori have a special cultural and spiritual relationship with the environment and a kaitiaki role in helping sustainable management to safeguard it on behalf of all New Zealanders. The RMA includes a number of obligations associated with council policy, consenting and planning processes. For example, when a resource consent application is considered, it needs to recognise and provide for the relationship of Māori with their ancestral lands, water, sites, wāhi tapu (sacred areas) and other taonga (treasures).

5.1.1 Kaitiakitanga

Kaitiakitanga is a key aspect of the RMA. GWRC's proposed Natural Resources Plan guides the way we work with our mana whenua partners in achieving improved environment outcomes. The plan prioritises kaitiakitanga as one of five key principles:

- ki uta ki tai, or connectedness within and across catchments;
- wairuatanga, or respect for nature and peoples' connectedness with it;
- kaitiakitanga, or the need for us all to be guardians of our natural and physical resources for future generations;
- tō mātou whakapono, or good judgement based on sound information; and
- mahitahi, or a partnership based on good faith and commonality of purpose.

5.1.2 Co management arrangements

There are a number of co management arrangement between mana whenua and central government agencies (eg the Department of Conservation) and councils that enable the parties to achieve their aspirations and obligations under the RMA.

5.1.3 Parangarahu Lakes

In 2009, a number of sites were vested in Taranaki Whānui ki Te Upoko o Te Ika as part of their settlement redress. This includes a co-management arrangement between GWRC and PNBST on the lakebeds of Lake Kohangatera and Lake Kohangapiripiri (the Parangarahu Lakes). The redress also includes two esplanade reserves -the space occupied by water in the lakes and the space occupied by the air above. The water remains in Crown ownership.

Māori economy in the Greater Wellington Region

March 2018

5.1.4 Mātiu/Somes, Makāro and Mokopuna (Harbour Islands)

Harbour Islands are located in Te Whanganui-a-Tara/ Wellington Harbour and are intimately connected to Kupe, the legendary Polynesian navigator who left many markers on the landscape of Aotearoa/New Zealand, including the naming of Mātiu/Somes and Makāro islands for his nieces or, some say, his daughters³⁰.

In September 2009, land ownership of the three Harbour Islands was vested in the Trustees of the Port Nicholson Block Settlement Trust as part of cultural redress to settle the historical Treaty claims of Taranaki Whānui ki Te Upoko o Te Ika.

Guiding principles for management of Harbour Islands are:

- The Islands will become self-sustaining and noted for their sustainability outcomes.⁹
- Taranaki Whānui ki Te Upoko o Te Ika will have an enduring presence on the Islands,
- reflecting the Treaty settlement,
- The tranquil and healing nature of the Islands will be maintained and protected,
- The Islands will be accessible to the public and will provide a unique visitor experience,
- The indigenous flora and fauna of the Islands will be restored and protected,
- Māori heritage¹⁰ and other cultural heritage of the Islands will be protected and promoted,
- The Islands will provide educational opportunities,
- Management of the Islands will foster community cohesion and participation.

5.1.5 Kāpiti Island

Kāpiti Island was, and is, a place of immense significance to Ngāti Toa Rangatira. The Kāpiti Island redress will continue to protect the high conservation values of Kāpiti Island. Public access to the island will continue to be restricted.

5.1.6 Whitireia Park Board

A joint board was established through the Ngāti Toa Rangatira Claims Settlement Act 2014 with membership comprising an equal number of appointees from GWRC and Ngāti Toa. The Board is responsible for the day to day operations of the Park under the direction of the Park Board.

5.1.7 Wairarapa Moana Statutory Board

The shared redress legislation provisions for Wairarapa Moana include the establishment of a Wairarapa Moana Statutory Board (the Board). The Board will act as a kaitiaki or guardian of the Wairarapa Moana and the Ruamāhanga River catchment for the benefit of the present and future generations by:

- administering the Wairarapa Moana reserves for the purposes set out in the Reserves Act 1977 and the shared redress legislation including to protect and enhance their cultural, spiritual and ecological values;
- being the manager of the Wairarapa Moana marginal strips;
- providing leadership on the sustainable management of Wairarapa Moana and the Ruamāhanga River catchment;

³⁰ Retrieved from <https://www.pnbt.Māori.nz/assets/PDFs/Harbour-Islands-Kaitiaki-Plan.pdf>

Māori economy in the Greater Wellington Region

March 2018

land under the Te Ture Whenua Māori Act 1993. Typically, reservations may be set aside over land that is culturally, spiritually or historically significant to Māori.

A Whenua Topu trust is a special type of land trust which is established over land this is to be held for community purposes or for a hapū or iwi. This type of trust is designed to receive former public works land or other community properties and to promote its use and administration for the benefit of the descendants of the original owners, hapū or iwi.

In total 270 Māori freehold land properties have formal governance structures, covering 6,350 hectares of land in the Wellington region.

Table 14: Māori freehold land in Wellington Region by governance structure, number of titles and land area

Governance structure	Count of titles	Total land area (ha.)	Average block size (ha.)
Ahu Whenua Trust	195	5,948.4	30.5
Māori Reservation	65	364.6	5.6
Whenua Topu Trust	2	0.5	0.2
Other	4	3.6	0.9
Ahu Whenua Trust; Māori Reservation	4	33.6	8.4
No governance structure	256	6,178.1	24.1
Total	526	12,528.7	23.8

The remaining 256 properties, covering 6,178 hectares in the Wellington region have no formal governance structures. To find out more about this land, the title orders attached to the land have been examined, and are shown in Table 15.

From this, it can be seen that the majority of land with no governance structure has partition orders in place.

Māori economy in the Greater Wellington Region

March 2018

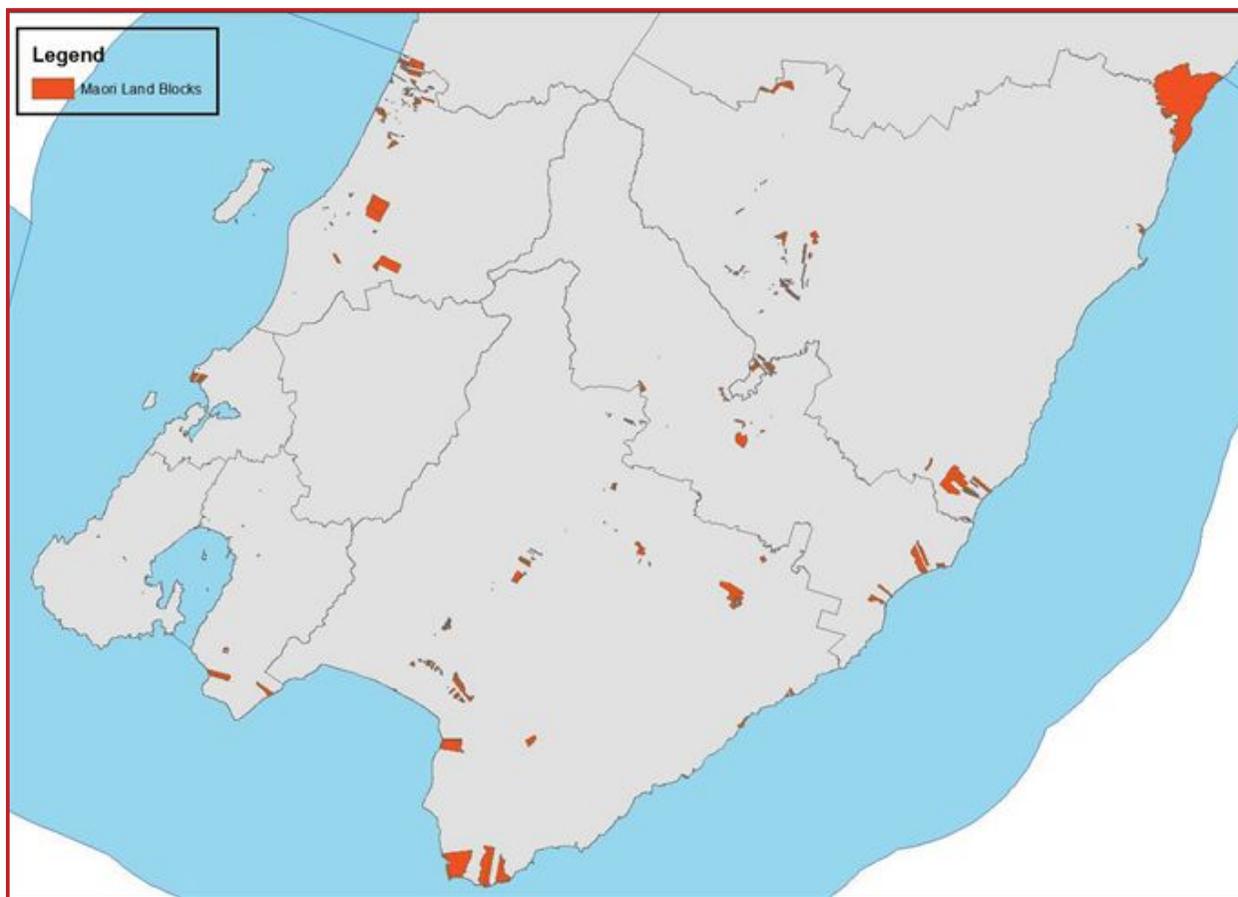
Table 15: Māori freehold land with other governance structures, orders on the land and total land area

Title orders on the land	Count of titles	Total land area (ha.)	Average block size (ha.)
Aggregation Order	1	6.7	6.7
Amalgamation Order	1	11.7	11.7
Certificate of Title	12	38.4	3.2
Computer Freehold Register (CFR)	2	0.5	0.2
Consolidation Order	1	2.7	2.7
Crown Grant	5	1.3	0.3
Exchange Order	3	63.4	21.1
Freehold Order	19	40.3	2.1
Native Land Act Order	5	11.1	2.2
Other	9	48.0	5.3
Partition Order	192	5,942.2	30.9
Roadway Order	1	0.0	0.0
Status Order	3	11.6	3.9
Vesting Order	2	0.1	0.1
Total	256	6,178.1	24.1

Māori economy in the Greater Wellington Region

March 2018

Appendix A Map of Māori freehold land in the Wellington region



Māori economy in the Greater Wellington Region

March 2018

Appendix B Treaty of Waitangi Settlement redress assets

Mana whenua	Financial and commercial redress	Cultural redress
<p>Taranaki Whānui ki Te Upoko o Te Ika</p> <p>GWRC mana whenua partner entity</p> <p>Port Nicholson Block Settlement Trust</p> <p>Post Settlement Governance Entity</p> <p>Port Nicholson Block Settlement Trust</p>	<p>The financial settlement was \$25 million.</p> <p>Commercial redress</p> <p>Sale and leaseback: Opportunity to purchase land under the specific properties and lease back to the Crown: Archives New Zealand, the National Library of New Zealand, the High Court, Wellington Girls' College for up to 10 years.</p> <p>Deferred Selection: Opportunity to purchase at market value, surplus Crown owned properties at Shelly Bay, owned by the New Zealand Defence Force and the Department of Corrections.</p>	<p>Cultural redress:</p> <p>Eighteen sites vested including:</p> <p>Matiu/Somes Island, Mokopuna Island and Makaro/Ward Island; Lakebeds of Lake Kohangatera and Lake Kohangapiripiri - Parangarahu Lakes; Wi Tako Scenic Reserve; Point Dorset Recreation Reserve; The Korokoro Gateway site (on the harbour at Petone); Memoranda of Understanding with local authorities on the Wi Tako Ngatata Scenic Reserve, the Point Dorset Reserve, the Honiana Te Puni Reserve site and the beds of Lake Kohangatera and Lake Kohangapiripiri.</p> <p>Settlement legislation will provide for the establishment of a Harbour Islands Kaitiaki Board to administer Makaro Scientific Reserve, Mokopuna Scientific Reserve, Matiu Scientific Reserve and Matiu Historic Reserve.</p> <p>Sites include Pipitea Marae, subject to an arrangement with the existing lessees, the Ngāti Poneke Māori Association; the former Wainuiomata College, former Wainuiomata Intermediate School, and Waiwhetu Primary School; and an urupa site at Makara and two dendroglyph areas near the Parangarahu Lakes.</p>
		<p>Statutory Acknowledgements: Register the special association with an area, under the Resource Management Act 1991 and the Historic Places Act 1993 over the following thirteen sites: Kaiwharawhara stream; Coastal Marine Area adjoining area of interest; Hutt River; Waiwhetu Stream; Wellington Harbour; Riverside Drive marginal strip; Seaview marginal strips; Government Buildings Historic Reserve; Turnbull House Historic Reserve; Rimutaka Forest Park; Wainuiomata Scenic Reserve; Turakirae Head Scientific Reserve; and Kelburn Local Purposes (Community and Administrative Buildings) Reserve.</p>

Māori economy in the Greater Wellington Region

March 2018

Mana whenua	Financial and commercial redress	Cultural redress
		<p>Deeds of Recognition: Obliges the Crown to consult and have regard to their views regarding the special association with a site and specify the nature of the input over the Rimutaka Forest Park, Wainuiomata Scenic Reserve, and Turakirae Head Scientific Reserve.</p> <p>Wairarapa Moana Statutory Board joint redress</p>
<p>Ngāti Toa Rangatira</p> <p>GWRC mana whenua partner entity</p> <p>Te Rūnanga o Toa Rangatira Inc</p> <p>Post Settlement Governance Entity</p> <p>Te Rūnanga o Toa Rangatira Inc</p>	<p>Their latest Annual Report 2017, stated that they had \$184 million in equity, with Treaty and fisheries Settlement reserves making up a \$132 million of this equity³³.</p> <p>Financial redress of \$70.6million.</p> <p>Commercial redress</p> <p>Option to purchase 19 properties in fee simple (including land at Kenepuru Hospital) and 80 properties for purchase and leaseback to the Crown (including the Wellington Central Police Station and the Porirua Police College</p> <p>Purchase more than 34,000 hectares of the Crown forest licensed land in Te Tau Ihu and will receive the accumulated rentals of approximately \$31 million</p> <p>Right of first refusal over a significant number of Crown properties in the North Island part of their rohe if they become surplus to the Crown's requirements for 169 years from the settlement date. In Te Tau Ihu, Ngāti Toa Rangatira and other Te Tau Ihu iwi have the right of first refusal, for 100 years, over</p>	<p>Cultural redress</p> <p>Twenty sites will be vested in Ngāti Toa Rangatira and three sites jointly vested in Ngāti Toa Rangatira and one or more other Te Tau Ihu iwi subject to specific conditions including protection of conservation values and public access. In some instances the sites will continue to be administered by local authorities. The sites are: Akatarawa Road conservation area; Former Tuamarina school house; Rangāi (Ngāti Toa Rangatira); Rangihaeata; Pelorus Bridge; Titahi Bay Road site A: Titahi Bay Road site B; Waikutakuta / Robin Hood Bay; Elaine Bay; Te Mana a Kupe; Taputeranga Island; Onehunga Bay; Whitianga site; Te Arai o Wairau; Wainui; Te Onepoto Bay; Taupo urupā site; Whitireia urupā site; Kāpiti Island sites</p> <p>Overlay classification acknowledges the traditional, cultural, spiritual and historical association over Kāpiti Island (the Kāpiti Island Nature Reserve site, the Kāpiti Island North Nature Reserve site and the Kāpiti Marine Reserve), the Brother Islands and Wairau Lagoons/Part of the Wairau Lagoons Wetland Management Reserve.</p>

³³ Retrieved from <http://www.ngatitoa.iwi.nz/ngati-toa/annual-reports/financials>

Māori economy in the Greater Wellington Region

March 2018

Mana whenua	Financial and commercial redress	Cultural redress
	surplus Crown property not already included in one of the Te Tau Ihu settlement packages.	<p>Poutiaki Redress</p> <p>Recognises the role of Ngāti Toa Rangatira as a kaitiaki of Cook Strait and the coastal marine area in Porirua Harbour, Port Underwood and Pelorus Sound. The Poutiaki redress primarily focuses on iwi identification of values, principles and issues in a Poutiaki plan which will be considered by regional councils within the regional planning framework.</p> <p>Cook Strait Forum to be chaired by the Wellington Regional and Marlborough District Councils. The forum will bring together local and central government, iwi and other entities with interests in the Cook Strait coastal marine area.</p> <p>Southern Rohe</p> <p>The Crown will pay \$500,000 in acknowledgement of claims within Ngāti Toa Rangatira's southern rohe.</p>

Māori economy in the Greater Wellington Region

March 2018

Mana whenua	Financial and commercial redress	Cultural redress
<p>Rangitāne o Wairarapa</p> <p>GWRC mana whenua partner entity</p> <p>Rangitāne o Wairarapa Inc</p> <p>Post Settlement Governance Entity</p> <p>Rangitāne Tu Mai Ra Trust</p>	<p>Financial settlement of \$32.5 million less the on-account payment of \$6.5 million and an on-account allotment of Genesis Energy Shares as part of the Government Share Offer, valued at \$4.063.</p> <p>Commercial redress</p> <p>Right to purchase up to 30% of the Ngāumu Forest; and seven commercial sites from the Treaty Settlements Landbank; right to purchase, for up to two years after settlement date, at market value, six properties from the Treaty Settlement Landbank. Rangitāne will hold a right to purchase specific surplus Crown owned properties within the Rangitāne area of interest, for a period of 174 years from settlement date.</p>	<p>Rangitāne Cultural redress</p> <p>Rangitāne cultural sites of significance will be vested in fee simple including: Te Taumata property; Hāmua property; Kumeti Road property entrance to the Ruahine Forest Park; Rongokaha property, Pukaha / Mount Bruce; Wi Waka property, Māharahara Peak property; Te Punanga property</p> <p>Rangitāne and Kahungunu joint cultural redress to be provided in shared redress legislation: Mākirikiri Gravel Reserve, as tenants in common as to a 50% share each; Mataikona property, in fee simple, as tenants in common as to a 50% share each; Bed of Lake Wairarapa property, as tenants in common as to shares of 10% to Rangitāne and 90% in Kahungunu</p> <p>Overlay classification provides for the Crown to acknowledge: Rangitāne values over Haukōpuapua Scenic Reserve, Pukaha/Mount Bruce National Wildlife Centre Reserve and Pukaha/Mount Bruce Scenic Reserve and Rangitāne and Kahungunu values over Castlepoint Scenic Reserve.</p> <p>Statutory acknowledgement over: Akitio River and its tributaries; Part of the Coastal Marine Area within the Area of Interest; Lowes Bush Scenic Reserve; Manawatū River (with recorded name Manawatu River) and its tributaries within the Area of Interest; Oumakura Scenic Reserve; Pukeahurangi/Jumbo; Pukeamoamo /Mitre; Rewa Bush Conservation Area; Ruamahanga River and its tributaries; Wainui River and its tributaries.</p>

Māori economy in the Greater Wellington Region

March 2018

Mana whenua	Financial and commercial redress	Cultural redress
		<p>Deeds of Recognition oblige the Crown to consult with Rangitāne on specified matters and have regard to their views regarding their special associations with certain areas over: Lowes Bush Scenic Reserve; Oumakura Scenic Reserve; Pukeahurangi/Jumbo; Pukeamoamo/Mitre; Rewa Bush Conservation Area</p> <p>Wairarapa Moana Statutory Board Rangitāne has one and Kahungunu has 4 of five iwi seats on the Governance Board</p>
<p>Ngāti Kahungunu ki Wairarapa</p> <p>GWRC mana whenua partner entity</p> <p>Ngāti Kahungunu ki Wairarapa Tamaki Nui-a-Rua</p> <p>Post Settlement Governance Entity</p> <p>Ngāti Kahungunu ki Wairarapa Tamaki Nui-a-Rua Post Settlement Governance Entity</p>	<p>The Crown offered \$93 million plus cultural redress and rentals from Ngāumu Forest.</p>	<p>Cultural redress includes:</p> <p>Kahungunu and Rangitāne joint cultural redress to be provided in shared redress legislation: Mākirikiri Gravel Reserve, as tenants in common as to a 50% share each; Mataikona property, in fee simple, as tenants in common as to a 50% share each; Bed of Lake Wairarapa property, as tenants in common as to shares of 90% to Kahungunu and 10% in Rangitāne</p> <p>Overlay classification provides for the Crown to acknowledge Kahungunu and Rangitāne values over Castlepoint Scenic Reserve.</p> <p>Wairarapa Moana Statutory Board Kahungunu has 4 and Rangitāne has one of five iwi seats on the Governance Board</p>

Māori economy in the Greater Wellington Region

March 2018

