Absolutely Positively **Wellington** City Council
Me Heke Ki Pōneke

ORDINARY MEETING

OF

CITY STRATEGY COMMITTEE

AGENDA

Time: **9.30am**
Date: **Thursday, 14 June 2018**
Venue: **Committee Room 1**
Ground Floor, Council Offices
101 Wakefield Street
Wellington

MEMBERSHIP

Mayor Lester
Councillor Calvert
Councillor Calvi-Freeman
Councillor Dawson
Councillor Day
Councillor Fitzsimons
Councillor Foster
Councillor Free
Councillor Gilberd
Councillor Lee
Councillor Marsh
Councillor Pannett (Chair)
Councillor Sparrow
Councillor Woolf
Councillor Young

NON-VOTING MEMBERS

Te Rūnanga o Toa Rangatira Incorporated
Port Nicholson Block Settlement Trust

Have your say!
You can make a short presentation to the Councillors at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 803-8334, emailing public.participation@wcc.govt.nz or writing to Democratic Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number and the issue you would like to talk about.

AREA OF FOCUS

The role of the City Strategy Committee is to set the broad vision and direction of the city, determine specific outcomes that need to be met to deliver on that vision, and set in place the strategies and policies, bylaws and regulations, and work programmes to achieve those goals.

In determining and shaping the strategies, policies, regulations, and work programme of the Council, the Committee takes a holistic approach to ensure there is strong alignment between the objectives and work programmes of the seven strategic areas of Council, including:

- Environment and Infrastructure – delivering quality infrastructure to support healthy and sustainable living, protecting biodiversity and transitioning to a low carbon city
- Economic Development – promoting the city, attracting talent, keeping the city lively and raising the city's overall prosperity
- Cultural Wellbeing – enabling the city's creative communities to thrive, and supporting the city's galleries and museums to entertain and educate residents and visitors
- Social and Recreation – providing facilities and recreation opportunities to all to support quality living and healthy lifestyles
- Urban Development – making the city an attractive place to live, work and play, protecting its heritage and accommodating for growth
- Transport – ensuring people and goods move efficiently to and through the city
- Governance and Finance – building trust and confidence in decision-making by keeping residents informed, involved in decision-making, and ensuring residents receive value for money services.

The City Strategy Committee also determines what role the Council should play to achieve its objectives including: Service delivery, Funder, Regulator, Facilitator, Advocate

The City Strategy Committee works closely with the Long-term and Annual Plan committee to achieve its objectives.

Quorum: 8 members

TABLE OF CONTENTS
14 JUNE 2018

Business			Page No.
1.	**Meeting Conduct**		**5**
	1.1	**Mihi**	**5**
	1.2	**Apologies**	**5**
	1.3	**Conflict of Interest Declarations**	**5**
	1.4	**Confirmation of Minutes**	**5**
	1.5	**Items not on the Agenda**	**5**
	1.6	**Public Participation**	**5**
2.	**Policy**		**7**
	2.1	**Business Improvement District Strategy and Policy Update**	**7**
	2.2	**Te Tauihu - Our Te Reo Māori Policy**	**25**
3.	**Monitoring**		**75**
	3.1	**Quarter three report 2017/18**	**75**
4.	**Operational**		**119**
	4.1	**Holland Street Traffic Resolution**	**119**
	4.2	**Statements of Intent for Council Controlled Organisations**	**153**
	4.3	**Reserves Naming - Polish Children Square and Terawhiti Wilf Glover Artifical Turf**	**383**
	4.4	**Gifting of the building at 29 South Makara Road on Local Purpose Reserve (community buildings) to the Makara Model School**	**405**

4.5 Updated Forward Programme for City Strategy Committee Meetings 2018 **413**

5. Committee Reports **421**

5.1 Report of the Grants Subcommittee Meeting of 31 May 2018 **421**

1 Meeting Conduct

1.1 Mihi

The Chairperson invites a member of the City Strategy Committee to read the following mihi to open the meeting.

Taiō Pōneke[†] – City Strategy Committee

Te wero	**Our challenge**
Toitū te marae a Tāne Toitū te marae a Tangaroa Toitū te iwi Taiō Pōneke – kia kakama, kia māia! Ngāi Tātou o Pōneke, me noho ngātahi Whāia te aratika	Protect and enhance the realms of the Land and the Waters, and they will sustain and strengthen the People. City Strategy Committee, be nimble (quick, alert, active, capable) and have courage (be brave, bold, confident)! People of Wellington, together we decide our way forward.

1.2 Apologies

The Chairperson invites notice from members of apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

1.3 Conflict of Interest Declarations

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

1.4 Confirmation of Minutes

The minutes of the meeting held on 17 May 2018 will be put to the City Strategy Committee for confirmation.

1.5 Items not on the Agenda

The Chairperson will give notice of items not on the agenda as follows:

Matters Requiring Urgent Attention as Determined by Resolution of the City Strategy Committee.

1. The reason why the item is not on the agenda; and
2. The reason why discussion of the item cannot be delayed until a subsequent meeting.

Minor Matters relating to the General Business of the City Strategy Committee.

No resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the City Strategy Committee for further discussion.

1.6 Public Participation

A maximum of 60 minutes is set aside for public participation at the commencement of any meeting of the Council or committee that is open to the public. Under Standing Order 3.23.3 a written, oral or electronic application to address the meeting setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the meeting concerned, and subsequently approved by the Chairperson.

[†] The te reo name for the City Strategy Committee is a modern contraction from 'Tai o Pōneke' meaning 'the tides of Wellington' – uniting the many inland waterways from our lofty mountains to the shores of the great harbour of Tara and the sea of Raukawa: ki uta, ki tai (from mountain to sea). Like water, we promise to work together with relentless synergy and motion.

2. Policy

BUSINESS IMPROVEMENT DISTRICT STRATEGY AND POLICY UPDATE

Purpose

1. This report asks the Committee to make minor amendments to the Business Improvement District Policy 2013 and updates Councillors on the current status of the Business Improvement District (BID) strategy and the outcomes of the review undertaken in 2017.

Summary

2. The BID programme was initiated in 2013 to support locally based business groups undertaking business development activities to support the overall city direction

3. The BID Programme Review was completed in 2017. The review recommended a refresh of the 2013 Policy, the policy has been reviewed and agreement to a number of minor changes is now sought. The success of the strategy is reliant on both the collaboration of Council and BIDs and between BIDs. Neither of which are policy issues.

Recommendation/s

That the City Strategy Committee:

1. Receives the information.

2. Notes that a review of Business Improvement District strategy was undertaken in 2017, which supports the current direction and collaborative approach taken by the Council to support local business groups.

3. Notes that the change in the hybrid rating mechanism has been included in the Draft 2018-28 LTP Funding Impact Statement – Proposed Rating Mechanisms in the 10 Year plan, which has been consulted on.

4. Recommends to Council that it adopts the following amendments to the Business Improvement District Policy 2013 to align the Policy with the Local Government (Rating) Act 2002 and to amend the audit requirements:

    a. Section 7.4 – changing the hybrid rating mechanism to remove capital value thresholds.

    b. Section 8.1 – changed to reflect the restrictions on the Council's ability to supply bulk ratepayer information to assist BIDs in building voter databases.

    c. Amending the requirement for audited accounts to be provided: annually where the targeted rate income is equal to or over $100,000; and every second year where the targeted rate income is less than $100,000, or on request by the Council.

Background

4. The Business Improvement District policy was adopted in 2011 and refined in 2013. The Marsden Village Association was established prior to the policy - with Miramar, Khandallah, Kilbirnie and Tawa forming successful BIDs under the 2013 policy.

5. The Council collects a targeted rate from commercial rated properties in the defined BID area. This funding is passed to the BID which delivers services and initiatives against an agreed business plan.

6. The Miramar BID was unsuccessful in expanding its area to include the Rongotai and Shelly Bay business areas, and Wellington Airport.

7. A review was undertaken in 2017 by Business Lab. The process of the review included individual interviews with representatives of the BID programme, regional stakeholders, national experts and international experts. A regional BID Summit was held and featured international expert Dr Julia Grail.

Discussion

The Review

8. The key findings of this review were that the BID structure is sound, and reflects a combination of the strengths of the UK and New Zealand programmes.

9. Wellington is well placed for inter BID collaboration, sharing of resources and best practice. A Chairs Forum has been established and we are currently seeing inter BID collaboration in the early stages.

10. The review resulted in a number of recommendations centred around
    - Resourcing – There has been a recent appointment of an additional staff member with a focus on BIDs and business communities
    - Communication with and between BIDs – a regular forum is held with the BIDs, and there has been a general increase in communication via the additional staff member
    - Consideration of additional BID areas – discussions are underway with the Marsden Village Association and wider Karori stakeholders.

11. Additional recommendations were made for a refresh of the BID policy, the majority of which relate to operational issues surrounding the working relationship between BIDs and the Council.

12. Several technical amendments are recommended to the BID Policy so as to comply with the Local Government (Rating) Act 2002.
    - The rating mechanisms by which the targeted rate is collected were reviewed with the Hybrid option to be amended.
    - The policy to be amended to better reflect that the Council is unable to bulk share ratepayer details with the BIDs in order for them to build voter registers. Instead, the Council will continue to assist by taking responsibility for the communication with property and business owners while establishing a BID. Noting however, the policy requires each BID to take responsibility for maintaining its own member database once established.

13. There is also a recommended change relating to audit requirements.

Hybrid Rate Mechanism

14. Section 7.4 of the Policy states (strikethrough removed)

    Hybrid rate method

The hybrid method involves setting a flat rate per business and ~~then, above this amount, applying~~ a proportional rate based on capital value.

15. The change ensures a proportionate rate applies to the full capital value, and has no impact on the total rates amount collected from the BID area. Rather, it alters the rates slightly on individual properties as a result of the change in calculation.

16. The change in the hybrid rating mechanism has been included in the current Long Term Plan and with the adoption of the Long Term Plan, the BID Policy needs to be updated.

Ratepayer Details

17. Under the Local Government Rating Act 2002 the Council is restricted in its ability to provide information on ratepayers that would enable BIDs to use that information to build a register of voters.

18. It is recommended that the following amendments are made to the Policy, noting that the Council continues to provide support by communicating with ratepayers on the BID's behalf during the time a BID is established. Council will continue to work with BIDs to establish a means for maintaining their databases, while recognising the legislative constraints. Several BIDs have started to develop that capability inhouse.

19. Section 8.1 of the Policy states (strikethrough removed, underlined added)

Increasing or decreasing the boundary

A BID may be expanded to include adjoining areas not included in the original proposal.

Where the BID is to be expanded, the BID Association ~~can apply to the Council for a list of property owners in the new area, and~~ must arrange for a poll to be conducted in the expansion area only. In the event of a BID boundary being reduced, a poll is conducted for the whole BID area because this change implies a reduction in budget for the whole programme.

Audit requirement

20. Section 5.2 of the Policy states (strikethrough removed, underlined added);

Accountability

The BID Association is accountable to its eligible voters. It is also accountable to the Council for the use of the BID targeted rate and alignment with the Council BID Policy.

This accountability is supported by the development of a business plan, the measurement of key performance indicators, production of an annual report ~~with audited accounts~~ for its members, and annual reporting to the Council. Audited accounts are to be provided: annually where the targeted rate income is equal to or over $100,000; and every second year where the targeted rate income is less than $100,000, or on request by the Council

21. The recommended amendment aligns with the guidelines operated by Auckland Council's BID programme. It seeks to balance the need for visibility of the BID operations against the consequential compliance costs on smaller BIDs. Retaining the discretion to request audited accounts addresses circumstances which fall outside the targeted rate income criteria.

22. Section 10.2 of the Policy would also be amended to state (underlined added):

By the end of November each year, the Executive Committee must provide the Council with the following information:

- *a copy of the financial audited accounts/financial accounts (refer Section 5.2) and annual report for the previous financial year (including statements that the association has acted in compliance with its constitution and all other relevant laws and regulations)*
- *any proposed changes to the boundaries*.

23. Section 10.3 of the Policy would also be amended to state (underlined added):

    In the Council's planning processes, it will review the performance of the BID against the stated strategic and business plans, KPIs, financial audited accounts/financial accounts (refer Section 5.2) and any reporting.

24. Collectively the amendments retain the requirement for financial reporting for all BIDs, and strengthen the assurance on the public use of ratepayer funds.

25. By comparison, a higher standard is required for charities, where under s42C of the Charities Act 2005, charities with annual operating expenditure of greater than $500k in the prior two financial years must have a review, and charities with greater than $1m annual operating expenditure in the prior two financial years must have an audit.

Next Actions

26. The amended BID Policy will be operationalised during consideration of establishing a Karori BID outside of or including Marsden Village.

Attachments

Attachment 1. Business Improvement District Policy ⇩ Page 12

Authors	Phil Becker, Business Relations Manager Geoff Lawson, Principal Advisor
Authoriser	David Chick, Chief City Planner

SUPPORTING INFORMATION

Engagement and Consultation

The recommended changes to the hybrid rating mechanism have been included in the LTP consultation documents. Officers are working with BID management to ensure that these changes are understood.

Treaty of Waitangi considerations

There are no specific Treaty of Waitangi considerations.

Financial implications

There are no financial implications to the Council arising from these changes. The change to the hybrid rating mechanism will adjust the level of rates a ratepayer will incur but the same total rates amount will be collected.

Policy and legislative implications

These changes amend the current Business Improvement Districts policy and reflect the requirements of the Local Government (Rating) Act 2002.

Risks / legal

The changes more appropriately reflect the Local Government (Rating) Act 2002 and address any risks foreseen.

Climate Change impact and considerations

There are no specific climate change considerations.

Communications Plan

Officers continue to work with BID chairs/managers to appropriately communicate the changes including to BID members.

Health and Safety Impact considered

There are no specific health and safety considerations.

BUSINESS IMPROVEMENT DISTRICT POLICY

October 2013

Contents

1. Definitions
2. Overview
3. Purpose of this policy
4. Framework for partnership between Wellington City Council and Business Improvement Districts
   - *4.1 Council responsibilities*
   - *4.2 BID Association responsibilities*
5. BID objectives
   - *5.1 What Business Improvement Districts can do*
   - *5.2 Accountability*
6. Alignment with city strategies
7. Establishing a Business Improvement District
   - *7.1 Considering a Business Improvement District*
   - *7.2 Initial consultation*
   - *7.3 BID boundaries*
   - *7.4 Setting the targeted rate*
   - *7.5 Constitution of a legal entity*
   - *7.6 Developing a list of owners and occupiers*
   - *7.7 Creating the voter register – eligible voters*
8. Polling in a Business Improvement District
   - *8.1 Types of polls*
   - *8.2 Informing voters*
   - *8.3 Sending out the ballots*
   - *8.4 The goals of the poll*
   - *8.5 Proxy and absentee voting*
   - *8.6 Non-registered eligible voters*
   - *8.7 Confirming the result*
   - *8.8 Final decision on BID changes to be made by the Council*
9. Accountability processes of the BID Association
10. The relationship with the Council
    - *10.1 Applying for the targeted rate*
    - *10.2 Council – Executive Committee relationship*
    - *10.3 Council review*
    - *10.4 BID Performance Survey*
11. Dispute resolution
    - *11.1 Resolution between the Council and the BID Association*
    - *11.2 Resolution between owners and BID Associations*

1. Definitions

BID - Business Improvement District

BID Association - a legal entity constituted to administer the BID

Council - Wellington City Council

Executive Committee - the body elected by businesses in the BID area to govern the operations of the BID

BID Manager - a person recruited or contracted to manage the BID programme

2. Overview

A Business Improvement District (BID) is a partnership between a local authority and a defined local business community to develop projects and services that benefit the trading environment and which align with the local authority's objectives. A BID is supported by a targeted rate, levied on and collected from non-residential properties within the defined boundary.

A BID provides a vehicle for local business-led initiatives that support key city objectives of vibrant centres, business creation and development and increased employment.

There is no minimum size for a BID; however any proposed BID must demonstrate that it is viable and fit for purpose.

3. Purpose of this policy

This policy provides guidance for prospective BIDs, and describes the role of Wellington City Council (Council) which is required to approve any BID and collect the associated targeted rates.

The policy addresses:

- the responsibilities of the Council and BID Associations
- the objectives that a BID must meet
- the process to establish a BID
- the operation of a BID
- managing the performance of a BID.

4. Framework for partnership between Wellington City Council and Business Improvement Districts

4.1 Council responsibilities

The Council will:

- provide information and advice as appropriate
- consider whether to set a targeted rate for the purpose of BID programmes
- set a targeted rate, providing the Association has complied with the terms of this policy
- monitor and review the performance of BIDs.

4.2 BID Association responsibilities

The BID Association will:

- comply with its constitution and the BID policy

- comply with all other relevant laws and regulations
- maintain proper meeting and accounting records demonstrating how the targeted rate and grant money is used, and make such records available to the Council on request.

5. BID objectives

5.1 What Business Improvement Districts can do

All BID programmes should develop an in-depth understanding of the particular needs of their business community. The BID policy allows for a wide range of activities that could be undertaken with the provisos that the activities:

- align with the Wellington City Council's strategic objectives and priorities
- are relevant for their business community
- are not already being undertaken as part of the Council's responsibilities under the general rating provision. There is no prohibition of BIDs within the Downtown Levy area where a particular business group wishes to provide services additional to those provided by the Council through general rates or through the Downtown Levy.

5.2 Accountability

The BID Association is accountable to its eligible voters. It is also accountable to the Council for the use of the BID targeted rate and alignment with the Council BID Policy.

This accountability is supported by the development of a business plan, the measurement of key performance indicators, production of an annual report and financial accounts ~~with audited accounts~~ for its members, and annual reporting to the Council. Audited accounts to be provided: annually where the targeted rate income is equal to or over $100,000; and every second year where the targeted rate income is less than $100,000, or on request by the Council.

The Council is accountable for the collection and payment of the BID targeted rate amount to individual BID Associations, and ensuring the targeted rate collected is spent as intended. The BID targeted rate may only be applied to the agreed activities of the BID Association and for no other purpose.

Where the Council has serious concerns with performance of a specific BID Association, the BID targeted rate may be withheld until specific improvements or alterations have been made by the BID Association.

In accordance with the provisions of the Local Government Act 2002 and the Local Government (Rating) Act 2002, the Council will make the final decisions on what BID targeted rates, if any, to set in any particular year (in terms of the amount and the geographic area to be rated).

6. Alignment with city strategies

BIDs have been identified as important elements that can contribute towards delivering Wellington City Council's strategic objectives, including those identified in the Economic Development and Urban Development strategies and the Centres Policy. They can also play an important part in the Wellington Towards 2040: Smart Capital strategy.

The strategic goals underpinning these strategies include:

- *attracting, retaining and growing investment, creating jobs, and supporting sustainable economic growth in Wellington City*
- *strengthening the vibrancy and multi-functional nature of centres, including their role as social and community focal points, public transport hubs, places where people live and work, and centres for entertainment, recreation and local services.*

The business plan of each BID will clearly set out how it supports the priorities underpinning these strategies. The planning of the BID programme should take account of key Wellington City Council planning and policy documents.

7. Establishing a Business Improvement District

The following steps must be taken by any group proposing to establish a Business Improvement District:

1. Undertake initial consultation with the business community on the potential range of services a BID could undertake to determine its level of support for forming a BID. If there is sufficient interest (indicatively >25 percent support) then the following steps would be undertaken:
2. Confirm the district boundaries where the targeted rate would apply.
3. Develop a business plan outlining the proposed activities that will be funded by the targeted rate and which comply with BID policy.
4. Agree the level of targeted rate required to support the BID budget and the basis for its collection.
5. Agree a constitution and establish a legal entity to administer the BID. The Council should be consulted on the constitution.
6. Develop a voting register of eligible businesses within the district.
7. Undertake full consultation on the targeted rate and the planned activities and complete an establishment vote with a majority vote supporting the BID.
8. Undertake an initial AGM, adopting the constitution, appointing board members and officers and approving the business plan.
9. Apply to the Council for a targeted rate, with the following supporting documents:
    - evidence of a mandate from voters
    - a business plan which is aligned with Council priorities
    - an approved constitution for the entity.
10. Gain approval of the targeted rate for the BID in the Council Annual Plan process. Note that the previous steps need to be completed in sufficient time so that steps 9 and 10 can be completed to meet the Annual Plan timelines. This would be expected to be submitted to the Council before November of any year to be included in the following year's Annual Plan process.

7.1 Considering a Business Improvement District

Discussions to explore the establishment of a BID may be initiated at any time by any interested party. A key factor to support these discussions will be evidence that there is sufficient support from the community to sustain the challenge of establishing and operating a BID.

7.2 Initial consultation

One of the first steps is to undertake initial consultation with key stakeholders within (and potentially outside) the proposed area. These stakeholders might include, for example, owners of businesses, land owners and ratepayers, local or central government agencies within the proposed BID, or interested community groups.

This consultation could include a public meeting to communicate the proposal to establish a BID, the area that it is proposed to cover, and its potential objectives and activities.

Following this initial consultation, the group proposing the BID will give feedback to the Council on the response received, and whether they wish to proceed with the establishment of a BID.

7.3 BID boundaries

In the first instance, the Council will allow those proposing a BID to determine the boundaries within which the targeted rate will be collected. However, should the Council disagree on the proposed boundaries; the Council's decision is final, as it is the Council which takes responsibility for the targeted rate.

7.4 Setting the targeted rate

The Local Government (Rating) Act 2002 gives the Council authority to set a targeted rate for an activity such as a BID. The level of the rate needs to be sufficient to support the BID programme of activities. The BID must agree the total budget required for the programme with its members (at an AGM), and advise the Council that the BID targeted rate be included in the Annual Plan of the Council.

Rating options

There are three options for calculating the targeted rate collection. Targeted rates can be established by the:

- proportional value method
- flat rate method
- hybrid method (which is a combination of both the proportional value and flat rate methods).

Council staff will work through the different options with BIDs on a case-by-case basis.

Proportional value method

Under the proportional value method, the total amount of the targeted rate to be collected is divided by the capital value of the properties within the collection area. As a result, larger capital value properties pay a greater proportion of the targeted rate. Every property will therefore be paying a different BID targeted rate amount.

This method is preferable where owners owning or renting more valuable areas of land or businesses will gain significantly more from the BID programme than owners with less valuable areas of land or businesses.

Flat rate method

Under the flat rate method, the Council applies a flat rate for every rateable business within the BID programme area. This method is used where there is little difference between the

size of the businesses within the boundary or the likely benefits from the BID programme.

Hybrid rate method

The hybrid method involves setting a flat rate per business and ~~then, above this amount, applying~~ a proportional rate based on capital value.

This method is most appropriate where there are a large number of small businesses balanced by a smaller number of large businesses operating within the BID area. The advantage of this approach is that it evens out the impact of the targeted rate across all businesses and ensures the larger businesses pay a higher amount proportional to their value.

The hybrid rating method is often the preferred approach for a BID targeted rate.

7.5 Constitution of a legal entity

Before a BID can be set up, a legal entity to administer the BID must be established and registered. In many cases an incorporated society structure is used. The Council will not set a rate without evidence that the BID Association has been legally constituted and a constitution has been developed in consultation with the community. The Council should be consulted on the BID Association's constitution before registration.

7.6 Developing a list of owners and occupiers

A list must be compiled of owners and occupiers within the agreed boundaries of the BID. Businesses occupying, but not owning property, will need to be identified. The Council will assist in compiling property owner details. The list will form the basis of the voter register.

The following are not covered under this policy, will not be on the voter register and will not become liable for the targeted rate:

- private (non-business) residents
- properties owned by either local or central government (wholly or proportionally) including educational facilities, government offices and any property not attracting a commercial rate
- business owners who operate their businesses from residentially rated property within the BID
- business owners who give a business address which is a commercial property within the BID, but who do not physically run their businesses from that address (for example, businesses who use their accountant's address, or businesses who have mail delivered to a relative or friend running a business within the BID).

Those proposing the BID have the final decision over eligibility, in consultation with the Council.

New properties or redeveloped properties liable to pay the BID targeted rate and appearing in the BID area during any financial year will not be rated until the following financial year. These properties have the impact of redistributing the existing total BID targeted rate collected.

7.7 Creating the voter register – eligible voters

Those proposing a BID must contact every owner and occupier within the proposed district to determine who will be registered as a voter on the final voter register.

This policy is based on the principle of 'one person, one vote'.

If the owner and/or occupier is an individual, that person should be registered as the voter unless they nominate someone else to act on their behalf. All future communication from those proposing the BID or the eventual BID Association must be addressed to that

nominated individual, unless the owner or occupier subsequently communicates a desire to nominate a different representative to the BID Association.

If the owner and/or occupier is not an individual, those proposing a BID must communicate with the owner's management and request the name of a nominated representative to register as a voter.

All registered voters automatically qualify to become members of the BID.

Once established, it is the responsibility of the BID to maintain and update the membership register.

8. Polling in a Business Improvement District

8.1 Types of polls

Those proposing a BID should consult with Council on the timing of BID voting. Polls must be completed in sufficient time so that they can be ratified by the Council and any changes included in the Annual Plan process (refer to section 7 of this policy).

BID polls must be run in the following circumstances.

Establishing a BID

A poll is held when the BID is being established to ensure that the rateable businesses within the district boundaries support the proposal.

Increasing or decreasing the boundary

A BID may be expanded to include adjoining areas not included in the original proposal.

Where the BID is to be expanded, the BID Association ~~can apply to the Council for a list of property owners in the new area, and~~ must arrange for a poll to be conducted in the expansion area only. In the event of a BID boundary being reduced, a poll is conducted for the whole BID area because this change implies a reduction in budget for the whole programme.

Dissolving a BID programme

This may be called by the BID Association at any time, however the Council does not need a disestablishment poll to stop setting a targeted rate.

8.2 Informing voters

The BID Association must inform all registered voters of any poll and ensure voters are aware of the key issues to be decided. Such issues include, but are not limited to:

- the boundaries of the proposed BID
- the total budget and approximate targeted rate to be assessed
- the objectives of the BID strategic and business plans
- the contacts for those proposing the BID.
- To achieve these aims, those proposing a BID must:
- advise and hold at least one information meeting, open to all interested parties, no less than 10 days before the poll closes
- place at least two advertisements about the poll in local newspapers, at least seven days apart, with the last advertisement a minimum of three days before the poll closes.

Additional methods may be used to inform eligible voters of the vote, such as face-to-face meetings, email, fax or newsletters.

8.3 Sending out the ballots

The Council will provide the services of its returning officer or recommend one for the group to use. The group will contact the returning officer as soon as the voter register has been finalised to enable the election service to begin preparing for the poll. Material prepared for the poll will include:

- a copy of the register of voters
- a copy of an easy-to-understand information sheet outlining the BID proposal
- a copy of a ballot form approved by the independent election service
- a copy of a contact update form which includes the name of the nominated representative of the business
- boundary information if the poll includes an increase or decrease of the BID boundary area.

The Council's returning officer will send out an envelope including the information sheet, the ballot form, the contact update form and a prepaid return envelope.

8.4 The goals of the poll

It is a goal of the Business Improvement District poll to achieve a 25% voting return from the eligible voters for that poll; and with the majority of those votes to be in favour of the proposition. (This majority must be by number of eligible voters voting in the poll, and those voting in favour must also represent the majority of rating valuation of those voting). This ensures that the vote has a high level of participation and has majority support by both larger and smaller entities within the district.

The higher the level of the voting return achieved by the poll, the greater the level of assurance for the Council in any decision to support, or not support, a targeted rate.

8.5 Proxy and absentee voting

Proxy voting is not permitted for BID polls. Registered voters who will be absent from their registered addresses during the period of the poll, but who wish to vote, should provide a forwarding address to the BID.

8.6 Non-registered eligible voters

Those proposing a BID should attempt to ensure all eligible voters in a BID area are registered. In the event that an individual believes he or she is entitled to vote, but does not appear on the register of voters, the returning officer shall determine the status of the individual and whether a ballot should be issued to that individual.

8.7 Confirming the result

The independent election service will receive, count and verify all returned ballot papers. It will then report the result of the poll to those proposing the BID/Association and the Council.

8.8 Final decision on BID changes to be made by the Council

The final decision about whether to establish, extend, reduce or disestablish a BID shall be made by the Council because, under the Local Government (Rating) Act 2002, it is the Council alone which can set the targeted rate. In making that decision, the Council will take into account, but will not be bound by, the poll result.

9. Accountability processes of the BID Association

The BID Association will be required to have processes in place to ensure that it can demonstrate accountability to the levy payers.

This will include having:

- an appropriate constitution including membership rights for any eligible voting business within the boundary area (and any associate membership types) and entitlements of the individual member
- meeting processes including for the initial annual general meeting following a successful establishment poll and subsequent annual general meetings
- processes for the appointment of any officers and Executive Committee and their rights and responsibilities
- processes for the development, approval and updating of the BID Association budget, strategic and business plans, and performance measures.

The Council must be advised of any changes to the constitution and the contact details of elected officers and committee members.

10. The relationship with the Council

10.1 Applying for the targeted rate

Once confirmation of legal incorporation has been received, the BID Association can apply to the Council for a targeted rate. The BID Association must present the following information to the Council:

- evidence of a mandate
- evidence of incorporation
- the agreed BID boundaries
- the budget that has been ratified at the AGM
- the business plan that has been ratified at the AGM.

Any payment to the BID Association from the targeted rate will be by a conditional BID Funding Grant under the Local Government Act 2002. Consistent with the Local Government Act 2002, the grant must be separately accounted for in the BID Association's financial records. The funding generated from any BID targeted rate will be paid to the BID Association after the end of each financial quarter.

10.2 Council – Executive Committee relationship

The BID Association and the Council will at all times communicate with each other in such a way as to most effectively further the strategic objectives of the stakeholders and to protect and enhance the partnership relationship between the BID Association and the Council.

The Council's Annual Plan and budget process provides a mechanism for reviewing BID budgets and existing programme boundaries. In order for the Council to change the targeted rate, the Executive Committee must submit a detailed programme, budget and performance reports.

By the end of November each year, the Executive Committee must provide the Council with the following information:

- a copy of the financial audited accounts/financial accounts (refer Section 5.2) and annual report for the previous financial year (including statements that the association has acted in compliance with its constitution and all other relevant laws and regulations)
- any proposed changes to the boundaries.

In January each year, the Executive Committee must provide the Council with a detailed

programme and budget for the period 1 July to 30 June (the next financial year).

10.3 Council review

In the Council's planning processes, it will review the performance of the BID against the stated strategic and business plans, KPIs, financial audited accounts/financial accounts (refer Section 5.2) and any reporting.

Where the Council has concerns with the progress or success of a BID, the targeted rate may be withheld until specific improvements or alterations have been made to business, communication or strategic plans, or implementation processes.

In accordance with the provisions of the Local Government Act 2002 and the Local Government (Rating) Act 2002, the Council will make the final decisions on what targeted rate, if any, to set in any particular year (in terms of the amount and the geographic area to be rated).

The Council may initiate a review of all or any particular BID programme outside the annual and three-yearly reviews. Such a review will be funded through general rates.

10.4 BID Performance Survey

The Council may commission a BID performance survey. The results of the survey will be used to analyse the performance of individual BIDs as well as the success of the BID programme on a citywide basis.

The survey process and delivery will be formulated in collaboration with all of the BID programmes to ensure a high rate of return and clarity of objectives. An approach of continuous improvement will be used for the survey to ensure that latest technology and best-practice methods are considered and used where possible.

The cost of the survey will be funded proportionally (based on BID programme budgets) by the city's BIDs through the targeted rate.

The primary focus of the survey will be on the business community's perception of the effectiveness of the BID programme in each district. The survey will cover such aspects of the BID programme as: overall satisfaction; the ability of eligible voters to influence the programme; the results achieved; the communication processes used; and other such matters agreed between the Council and the associations administering BID programmes.

11. Dispute resolution

11.1 Resolution between the Council and the BID Association

Any decisions about whether or not to set a targeted rate, the amount of that rate, to provide for an additional rate or alter the boundaries of the area subject to the rate, and whether or not to establish, disestablish, reduce or extend the BID, are within the discretion of the Council to make as part of its annual funding and rating decision-making process.

Any other disputes between the BID Association and the Council will be settled in accordance with the following procedure:

- Having exhausted normal means of resolving a dispute or difference (by engaging in a process of good faith negotiation and information exchange), either party may give written notice specifying the nature of the dispute and its intention to refer such dispute or difference to mediation.
- If a request to mediate is made then the party making the request will invite the chairperson of the New Zealand Chapter of Lawyers Engaged in Alternative Dispute Resolution (LEADR) to appoint a mediator to enable the parties to settle the dispute.

- All discussions in the mediation will be without prejudice and will not be referred to in any later proceedings. The parties will bear their own costs in the mediation and will equally share the mediator's costs.
- If the dispute is not resolved within 30 days after appointment of a mediator by LEADR, any party may then invoke the following provisions:
- The dispute will be referred to arbitration by a sole arbitrator in accordance with the Arbitration Act 1996.
- The award in the arbitration will be final and binding on the parties.

11.2 Resolution between owners and BID Associations

Disputes between owners or their nominated representatives (ONR) and the BID Associations will be settled in accordance with the following procedure:

- Unless matters can be resolved quickly and informally, ONR are obliged to bring their concerns to the attention of the BID Association's Executive Committee in writing. An initial written response is required within seven working days, outlining the manner and the timeframe in which the concerns will be addressed. The Council as major fund provider should be made aware of any such issues.
- Having exhausted reasonable means of resolving the dispute, the BID Association may approach the New Zealand Chapter of Lawyers Engaged in Alternative Dispute Resolution (LEADR) to appoint a mediator to enable the parties to settle the dispute. All discussions in the mediation will be without prejudice and will not be referred to in any later proceedings. The parties will bear their own costs in the mediation and will equally share the mediator's costs.
- If the dispute is not resolved within a further 30 days after appointment of a mediator by LEADR, any party may then invoke the following provisions:
- The dispute will be referred to arbitration by a sole arbitrator in accordance with the Arbitration Act 1996.
- The award in the arbitration will be final and binding on the parties.

TE TAUIHU - OUR TE REO MĀORI POLICY

Purpose

1. This report provides feedback to the Committee following public consultation and recommends a number of amendments to the draft policy to integrate this feedback. If the Committee agrees, the amended policy will be recommended to the Council for adoption.

Summary

2. The draft policy was agreed on 16 November 2017 and was consulted on during February/March 2018. There was wide discussion on the policy and we received 250 formal submissions on the draft which were predominantly strongly in support of the approach being taken by the Council.
3. The Outcomes Matrix in the Policy has been updated reflecting the feedback from submissions.
    - There are fewer goals which aligns with the new language planning framework of Te Taura Whiri i te Reo Māori
    - The objectives have now been changed to reflect a Council and a Wellington City viewpoint.
4. This now provides a robust foundation which has strong support from mana whenua iwi and from the community to build an action plan on to support the implementation of this Policy.

Recommendation/s

That the City Strategy Committee:

1. Receive the information.
2. Recommend to Council that it adopts Te Tauihu – Te Reo Māori Policy (**Attachment 1** refers).
3. Delegate to the Deputy Mayor and the Chief Executive the authority to amend Te Tauihu – Te Reo Māori Policy to include any amendments made by this Committee at this meeting, and any minor consequential edits, prior to it being presented to the Council.

Background

Previous decisions

5. During Māori language week, 11–17 September 2017, the Mayor asked for an action plan that lifts the status of Te Reo Māori within the Council and within Wellington as the capital city. The Mayor made a joint media statement with the Chief Executive of Te Taura Whiri i te Reo Māori the Māori Language Commission, Ngahiwi Apanui, supporting this action plan. Officers also met with Te Taura Whiri i te Reo Māori staff and have agreed to work together on a broader approach to increase the status and use of Te Reo Māori within the Council and the wider city.

6. On the 16 November 2017, the Committee agreed to consult on the draft Te Reo Māori Policy, and on how to recognise the status of Te Reo Māori in Wellington and to inform development of a Te Reo Māori action plan. It was agreed that following consultation, officers would develop a draft Te Reo Māori Action Plan that implements the Te Reo Māori Policy and lifts the status of Te Reo Māori in Wellington

Consultation Process

7. Public consultation on Te Tauihu – the draft Te Reo Māori policy was launched on Waitangi Day 2018 and took place from 6 February until 12 March.

Summary of the Consultation feedback

8. **Attachments 2 and 3** are a brief summary of written submissions and a summary of the 10 oral presentations made to the Committee on 3 May 2018.

9. There were 249 formal submissions and 263 postcards received, and of these 94% were in support of the policy. There was an active social media campaign supporting the consultation process with 77 posts/interactions across Facebook and Twitter. Of these, 83% were in support of the policy. In total, 589 pieces of feedback.

10. Social media was actively used – there were 62,676 video views with a total reach of 147,216, with 3,204 reactions, comments & shares. The launch video featuring Rāhiri Wharerau and Youth Council member Watene Campbell, Mayor Justin Lester, Deputy Mayor Jill Day and MP for Rongotai Paul Eagle was the top post with a reach of 78,823. The aim was to engage with a younger age group, rangatahi (a summary is enclosed in **Attachment 4**).

Discussion

Consultation feedback

11. Three questions were asked in the consultation document.
    - Do you have any comments on the policy?
    - Where would you like to see or hear te reo Māori in Wellington?
    - Are there any other comments on increasing support for the revitalisation of te reo Māori?

Comments about the policy – positive key themes:

12. In general there was strong support for the initiative that the Council has taken to provide active leadership in this area. Submitters stated that;
    - They are fully in support, great initiative
    - It is a good start, would like the actions to be more ambitious
    - We need to ensure that the delivery of the policy is done in a meaningful way
    - We need more opportunities to learn and use te reo Māori
    - It is a great way to celebrate our indigenous culture and support the principles of the Treaty of Waitangi
    - Council should work with Māori & others working in this space
    - Can we become a te reo Māori city? That's a big ask!
    - Council staff should be provided opportunities to learn more te reo and tikanga Māori – increase capability
    - They are impressed with the work that has already been done and look forward to details regarding implementation
    - It is great that Billie Tait-Jones is being recognised for her contributions

13. On social media comments were that people were excited. Comments such as - it was a great start and an awesome kaupapa – there is a need for support around

pronunciation – that it was good for Council members/staff to learn & deliver services in te reo and that it was a great example set for other Councils across New Zealand.

14. There were a number who raised concerns that it was a waste of taxpayer money, not the role of Council, and that the Council should focus on other priorities including homelessness & infrastructure. Some considered that there was enough te reo Māori already. This feedback was also reflected in social media - questioning how will Wellington benefit and claiming that it is not supported by the majority.

15. A respected iwi mana whenua leader commented on the name of the policy – Te Tauihu. The top of the South Island is referred to as Te Tau Ihu o te Waka-a-Māui, the prow of Māui's waka from the legend of the formation of Aotearoa. He asked that we consider another name so as not to confuse or appropriate the name from the top of the South Island. We have discussed this matter with others including Māori academic experts and while we acknowledge Te Tau Ihu o te Waka-a-Māui we concur that the region does not have exclusive use of the term Te Tauihu, and the explanation provided in the introduction section is clear.

Where do you want to see and hear te reo Māori – key themes

16. The feedback on this question was broad. People wanted to see and hear te reo Māori across the city and for it to be built into the fabric of city life. It should be:
    - Everywhere
    - On signage
    - On public transport
    - At iconic Wellington sites/ sites of significance
    - At the entryways to Wellington (airport/ferry terminal/motorway)
    - Within all education institutions
    - At all Council facilities, staff & services (service centre, libraries, pools, parks etc.)
    - At events and ceremonies
    - In all cafes, bars & restaurants
    - As part of government services & buildings

Recommended Changes

17. There were a number of key points raised by submitters:
    - The policy should clearly state the long term vision for te reo Māori in Wellington
    - The policy has a Council focus and it needs to also include a direction for the City
    - There was a desire to see tangible actions being taken that bring the policy to life.

18. A long term vision for te reo Māori in Wellington has been added to the table - *Our vision for Wellington: A te reo capital city by 2040.* This aligns the policy with the:
    - existing Wellington 2040 framework
    - bicentenary of the signing of Te Tiriti o Waitangi; and
    - establishment of the first Wellington Town Committee.

19. The Outcomes matrix table has been updated to reflect this feedback with a separate line *Te Reo Māori For Wellington: Strong and empowered te reo Māori communities and effective Māori participation.* Te Taura Whiri i te reo Māori – Māori Language Commission will assist Council officers to develop the action plan, performance measures and reporting processes which may also lead to refining and improving to the desired outcome statements.

20. The tangible actions will be set out in the Action Plan. This development will be led by the Tira Poutama - Iwi Partnership team and engagement with the range of stakeholders that have expressed a strong desire to be part of the ongoing development of this strategy.

Next Actions

21. Following a committee decision to recommend this, the policy will be taken to Council for formal adoption.

22. There are a range of positive actions that Councillors and Officers have been working on to take immediate steps to support this direction and enhance the status of te reo Māori within Wellington.

23. The Tira Poutama - Iwi Partnership team will work across Council business units and with stakeholders to develop the action plan to support the implementation of this policy.

Attachments

Attachment 1.	Final Draft Te Tauihu Te Reo Māori Policy ⇩	Page 30
Attachment 2.	Feedback Analysis ⇩	Page 46
Attachment 3.	Oral Hearings Submissions ⇩	Page 48
Attachment 4.	Media and Social Media Collection ⇩	Page 51

Authors	Nicky Karu, Manager Tira Poutama - Iwi Partnerships Geoff Lawson, Principal Advisor
Authoriser	Kane Patena, Director, Strategy and Governance

SUPPORTING INFORMATION

Engagement and Consultation

This Policy has been based on consultation with key stakeholder groups and the community during its development and during the formal consultation period in February – March 2018.

There were 249 formal submissions and 263 post-cards received, and of these 94% were in support of the policy. There was an active social media campaign supporting the consultation process – there were 62,676 video views with a total reach of 147,216, with 3,204 reactions, comments & shares. The aim was to engage with a younger age group, rangatahi.

Iwi mana whenua entities were engaged early via Iwi-Councils Leaders Forum and also provided written submissions. Taranaki Whānui ki te Upoko o te Ika gave a convincing oral presentation. Quotes have been included from representatives of mandated iwi entities. This document is a living document and as such can be reviewed upon request from our iwi mana whenua partner entities.

Treaty of Waitangi considerations

This policy supports and enables the Council's Treaty of Waitangi obligations.

Financial implications

In many cases the implementing of this policy should be met within existing budgets. Where there are specific initiatives that require additional resources these would need to be agreed through reprioritisation in business unit budgets or in future annual/long term plan processes.

Policy and legislative implications

This is a new policy for the Council. It supports the aims of the Te Ture mō Te Reo Māori Act 2016 – the Māori Language Act 2016.

Risks / legal

NA

Climate Change impact and considerations

NA

Communications Plan

A communications plan will be developed as part of the Action plan and alongside any specific actions being taken to enable this policy.

Health and Safety Impact considered

NA

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Te Tauihu

Te Reo Māori Policy



Te Tauihu, kua tāpaea te kaupapa here te reo Māori ki a **Billie Tait-Jones**, te Kaitohutohu Ahurea o te Kaunihera o Pōneke, i mate rā i te marama o Whiringa-ā-rangi 2017.

"Nāna tonu i whakaatu i te korounga o te kaupapa here nei: arā, ko te whakaaro pai, te ngākau māhorahora me te hiahia kia kia kitea tonutia te reo Māori i roto i ā mātou mahi o ia rā,"

Jill Day
Koromatua Tuarua

Te Tauihu, te reo Māori policy is dedicated to **Billie Tait-Jones**, Wellington City Council Kaiārahi/Cultural Advisor, who passed away in November 2017.

"In many ways, Billie exemplified the spirit of this proposed policy: positivity, inclusiveness and the desire to make te reo a very visible part of our everyday lives"

Jill Day
Deputy Mayor



Whakaahua (photo on cover): Te moutere o Matiu, Te Whanganui-a-Tara. Ko Te Hononga te waka tetekura
Matiu-Somes Island, Wellington Harbour. Te Hononga is the waka.

Ki te whakahou, whakapakari me te whakanikoniko i te ahurea, papori, rangatiratanga o Taranaki Whānui ki te Upoko o te Ika.

To restore, revitalise, strengthen and enhance the cultural, social and economic wellbeing of the people.

Kia tū ai a Ngāti Toa Rangatira; He iwi Toa, hei iwi Rangatira.

Ngāti Toa is a strong, vibrant and influential iwi, firmly grounded in our cultural identity and leading change to enable whānau wellbeing and prosperity.

Foreword from iwi mana whenua

Our reo Māori is a key thread which weaves together our identity, our whakapapa, and ultimately creates the fabric of who we are as a people and as a nation.

This is incredibly crucial to us as an iwi as it speaks directly to our past, our present and most importantly, our future; and for that reason we will never capitulate on our commitment to our reo Māori.

Wayne Mulligan
Chairperson
Taranaki Whānui ki te Upoko o te Ika

Whānau who are confident in their reo, tikanga, kawa and identity is our resolve, everything else stems from that.

The Rūnanga looks forward to working with council and other mana whenua to ensure that these objectives can be achieved.

Sir Matiu Rei
Executive Officer,
Te Rūnanga o Toa Rangatira Inc

We want Wellington to be a te reo Māori city. Te reo Māori is a taonga we need to protect, nurture, and grow.

Justin Lester, Mayor of Wellington

He Mihi nā te Koromatua

Ki a mātou o Pōneke he taonga te reo Māori, ā, he tino take tōna ki a tātou, ki tō tā tātou whenua, ki tō tātou tāone hoki. Koia kei te hiahia mātou kia tū a Pōneke hei tāone reo Māori. He taonga te reo, nō reira me rauhī, me poipoi kia tipu kia rea.

Ko te hiahia ia kia riro mā mātou tēnei kaupapa e arataki kia noho te reo Māori hei poutoko-manawa o te ahurea me te tuakiri o tō tātou taone. Ka mutu kua pai ngā mahi kua oti mō tēnei wā. Hei whakatauira ake, kei tā mātou waitohu te rerenga kōrero Me Heke Ki Pōneke (Come and stay in Wellington), kei te ki ngā whakamahia te reo Māori ki ngā momo tohu, ki ō mātou tānga kōrero hoki, ā, kei te ū mātou kia nui haere te whakamahia o te reo Māori mō ngā ingoa wāhi.

Kei te mahi tahi te Kaunihera me Te Taura Whiri i te Reo Māori ki te whakatakoto i tētahi mahere mahi ko te whāinga ia kia kaha kē atu te kitea, te rangona te reo Māori puta noa i tō tātou taone matua. Ko te kaupapa here nei tētahi tino wāhanga o taua kaupapa.

He tauākī tūmatanui tēnei hei whakaatu i te mau ki te reo Māori - he whai whakaaro anō hoki ki te mana o te ahurea Māori me ngā tikanga Māori, ngā tātai kōrero mō te nohotahi me te whakapapa o tō tātou rohe.

Me mihi au ki te Koromatua Tuarua, ki a Jill Day (Ngāti Tūwharetoa) me āna mahi hei whakarite i tēnei kaupapa here, me tana whai kia nui ake te kitea o te reo, kia māmā ake te whai wāhi ki te reo Māori.

Ko tā te Kaunihera he whakarite, he whakatauira hoki. Ka mātua whai mātou kia mahitahi me ngā iwi mana whenua, i runga i whakaaro kotahi kia tairanga ake te reo Māori ki te taumata tika mōna i tō mātou tāone.

Mā tēnei kaupapa here e āwhina, e ārahi i a mātou i roto i ngā mahi ki te whakanui i te reo Māori, ki te tautoko i te whakarauoratanga o te reo Māori i roto i ā te Kaunihera mahi me te tāone o Pōneke.

Justin Lester
Koromatua o Pōneke

Introduction by the Mayor

Here in Wellington we value te reo Māori. It's an integral part of who we are as a country and as a city. That is why we want Wellington to be a te reo Māori city. It is a taonga we need to protect, nurture, and grow.

We want to lead the way in making the language a core part of the cultural fabric and identity of our city and we're already making good progress. For example, our logo now features Me Heke Ki Pōneke (Come and stay in Wellington), we use te reo Māori on signs and in our publications and we are committed to increasing the use of it in our place names.

As part of this, Council is also working with Te Taura Whiri i te Reo Māori (The Māori Language Commission) on an action plan to make sure te reo Māori is seen and heard much more around our capital city. This policy is an essential part of that work.

It is a public statement of our commitment to the language - an acknowledgement of the mana of Māori culture and values, of our joint history and of the whakapapa of our rohe.

I want to acknowledge the leadership of Deputy Mayor Jill Day (Ngāti Tūwharetoa) in the development of this policy and, more broadly, in continuing to work towards making te reo more visible and accessible.

Council's role is to be a facilitator as well as provide an example. We will continue to work with mana whenua iwi, to ensure we combine our forces to elevate te reo to its proper status in our city.

This policy will help and guide us as we work to celebrate te reo Māori and support the revitalisation of the language within Council activities and Wellington City.

Justin Lester
Mayor of Wellington

Te reo Māori is a beautiful and unique language and we can celebrate it by using it in the work we do.

Kevin Lavery, Chief Executive Wellington City Council

He mihi nā te Tumuaki

Tūturu, he nui ngā painga o Aotearoa: te whenua, ngā tāngata me te ahurea. Maringanui hoki tātou inā kē te maha o ngā āhuatanga e tū ahurei ai tātou i roto i te ao, ā, kāore i tua atu i te reo Māori me te ahurea Māori. Pērā i ngā whenua o Peretānia me Airani e whakapau kaha ana ki te whakarauora i te reo Celtic me te reo Gaelic, ka whai painga anō hoki a Aotearoa ki te pērā tō tātou whakarangatira i te reo Māori.

Me rite tātou ki ērā whenua o te ao, ā, me whakanui i tō tātou ahurei, me whakanui hoki i te reo Māori me tōna wāhi i roto i te tuakiri o Poronīhia me ōna tuku ihotanga, tae atu ki ērā kāore ō rātou whakapapa ki Poronīhia. He wāhi tino motuhake tō te reo Māori ki te ahurei o Aotearoa.

He reo rerehua, he reo ahurei te reo Māori, ā, ka taea te whakanui i a ia i roto i ā tātou mahi. Nō te taiao tonu ōna kupu, ā, i ēnei rā kei te maumaharatia i roto i ngā waiata, ngā mahi me ngā pūrākau, ā, he taonga hei pupuri tonu kei rite ki te moa, ka ngaro. Nō reira ko tēnei kaupapa here he huarahi hei whakapūmau, hei rauhī i ngā kupu nei me te whakamahi tonu i aua kupu anō hei ratonga ki ō tātou tāngata i roto hoki i tō mātou taiao.

Kevin Lavery
Tumuaki, Te Kaunihera o Pōneke

Introduction by the Chief Executive

New Zealand has a lot going for it: our land, our people and our culture. We're fortunate to have many aspects that make us unique, with none more so than Māori culture and language. Much like how the UK and Ireland have made considerable efforts to revitalise the Celtic and Gaelic languages, New Zealand too could benefit similarly by better fostering te reo Māori.

We need to join the rest of the world and celebrate what makes us unique and properly acknowledge te reo Māori and its role in pacific identity and Polynesian heritage, including those without Polynesian genealogy. It's part and parcel of what makes Aotearoa so special.

Te reo Māori is a beautiful and unique language and we can celebrate it by using it in the work we do. The words that Māori have are from nature and are today remembered in song, art and storytelling and they are irreplaceable. This policy provides us an opportunity to recognise and protect these words while using them to serve our people and in our physical environment.

Kevin Lavery
Chief Executive,
Wellington City Council

Kupu Arataki

Ko te ingoa o tēnei kaupapa here ko Te Tauihu - arā koia te pitau whakarei o te waka. Ka rirerire te here hei haumi mō te riu o te waka. Ko Te Tauihu tērā e pana haere ana i runga i te wai hei tohu mai i te manawanui me te māia.

Ko Te Tauihu he tohu mō te āhua tā te Kaunihera e mahi ai kia whai hua ki a Ngāi Māori. Ko te whakaaro nui ia kei runga tātou katoa i tēnei waka, e haere whakamua ana i runga i ngā wai o te whanga, i runga hoki i te whakaaro kotahi mō te haerenga me tōna otinga.

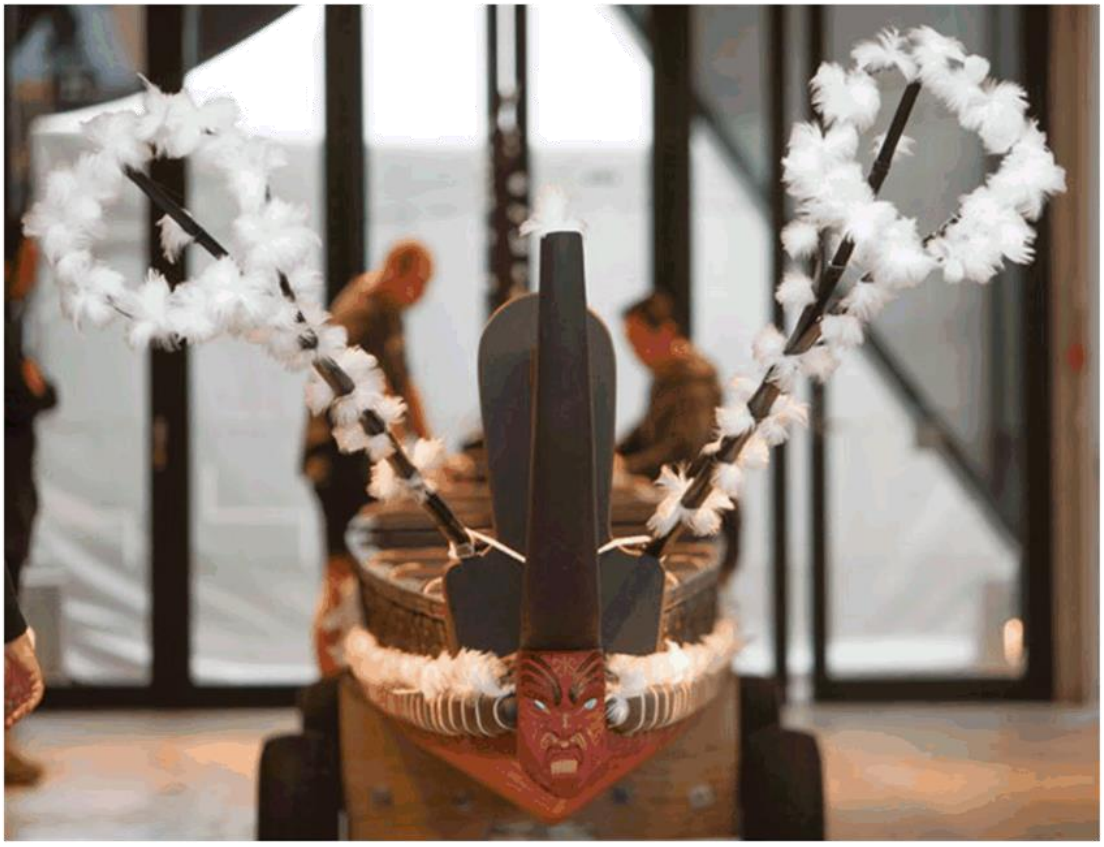
Waihoki ko te reo Māori tērā hei whakakaha, hei whakapakari i te whānau o te Kaunihera ki te whakatutuki i tōna whāinga kia rauhītia ngā taonga, ngā whakaaro me ngā tikanga Māori, kia whakanuia ā, kia ngākau nuitia e te katoa.

Introduction

This policy has been named Te Tauihu - it is the ornately carved figurehead of a waka. It is lashed tightly to join and support the body of the waka. Te Tauihu pushes through the water and represents determination and courage.

Te Tauihu is symbolic of 'the prow' of our Council's approach to working effectively for Māori The concept underpinning this is that we are all in this waka together, moving forward through our harbour waters in unison, with a journey and a destination in mind.

Te reo Māori can provide that same resilience and strengthen our Council whānau to deliver our organisational objective to actively protect taonga and safeguard Māori cultural concepts, values and practices to be celebrated and enjoyed by all.



Whakaahua (photo): Te Rerenga Kōtare, waka taua kei Te Raukura te Wharewaka o Pōneke



Whakaahua (photo): Te Hononga, waka tetekura on Whairepo Lagoon

He Kupu Whakamārama

Kia tāone reo Māori ā te tau 2040

Ko te reo Māori te reo taketake o Aotearoa ā, he mana motuhake tōna, he reo pūmau tonu. Waihoki he reo whai mana ia nō Aotearoa, ā, he mea whaitake hoki ki te tuakiri o Aotearoa.

Hei tāone matua, he wāhi pai a Pōneke hei kāinga e whakaae ana kia whakanuia te mana o te reo Māori, kia tuituia hoki ki te ahurea o te taone.

Ko tā Te Tauihu he whakaū i tā te Kaunihera whakaaro kia whakapūmautia te mana o te reo Māori, kia whai whakaaro ki te hītori o tō tātou whenua, ki te whakapapa o te rohe me tāna hei whakaū i te mana o te ahurea Māori i roto i te tāone o Pōneke hei tāone matua o Aotearoa.

Ko te Kaunihera te pou matua, ā, ka riro māna e whakarite tēnei kaupapa mā tōna whakahoatanga me ngā iwi mana whenua, mā āna ake tukanga whakatau kaupapa me āna mahi, mā ana tikanga tuku kōrero mā ngā tohu ā-tāone, ngā rauhanga, ngā hoahoa me ngā pūtea tautoko mō kaupapa ahurea.

Ko tō mātou moemoeā mō Pōneke ko tēnei, taka rawa ki te tau 2040 kua tū a Pōneke hei tāone reo Māori. Ina hoki ko 2040 te huringa tau 200 o te hainatanga o te Tiriti o Waitangi, ka tahi, me te whakatūranga o Komiti tuatahi o te Taone o Pōneke, ka rua. Ka mutu, koia anō te tau i whakaritea hei tohu nui mō te rautaki o te Kaunihera - Wellington Towards 2040: Smart Capital.

Context

A te reo Māori City by 2040

The Māori language is the indigenous language of New Zealand and has inherent mana and is enduring. It is an official language of New Zealand and is important to the identity of New Zealand.

As the capital city, Wellington is well placed and a natural home where the status of te reo Māori should be recognised and built into the cultural fabric of the city.

Te Tauihu commits the Council to elevate the status of te reo Māori, it acknowledges the history of our country, the whakapapa of the region and it reinforces the mana of Māori culture within Wellington as the capital city of New Zealand.

The Council has a central role to facilitate this, through its partnership with mana whenua iwi, through its own decision making processes and functions, in how it communicates, through city signage, facilities and design and through its cultural investment.

Our vision for Wellington is to be a te reo Māori city by 2040. 2040 is significant as it marks 200 years since the signing of the Treaty of Waitangi and the first unofficial Wellington Town Committee. It is also the milestone for Council's strategy - Wellington Towards 2040: Smart Capital.

Te Koronga

Ko te koronga o Te Tauihu he whakapūmau i te mana o te reo Māori he taonga nō ngā iwi me ngāi Māori hei waihanga i tētahi anga whakahaere i ngā mahi a te Kaunihera kia whakanuia e ia te reo Māori kia tautokohia te whakarauoratanga o te reo i roto i ngā mahi a te Kaunihera i roto hoki i te tāone o Pōneke.

E tautoko ana Te Tauihu i ngā mātāpono i roto i Te Ture mō Te Reo Māori 2016.

Ko ngā iwi me ngāi Māori ngā kaitiaki o te reo Māori, ko te reo anō te tūāpapa o te ahurea Māori me te tuakiri Māori. Ko te mātau ki te reo Māori me te whakamahi i te reo he mea hei hāpai i te oranga o ngāi Māori mā te tuku i te reo mai i tētahi whakatipuranga ki tētahi i roto i ngā whānau mā te kōrero i ia rā, i ia rā i roto i te hapori. Ka whakahauhautia ngā tāngata katoa o Aotearoa ki te ako, ki te whakamahi hoki i te reo Māori hei tautoko i tōna whakarauoratanga ā-motu.

Purpose

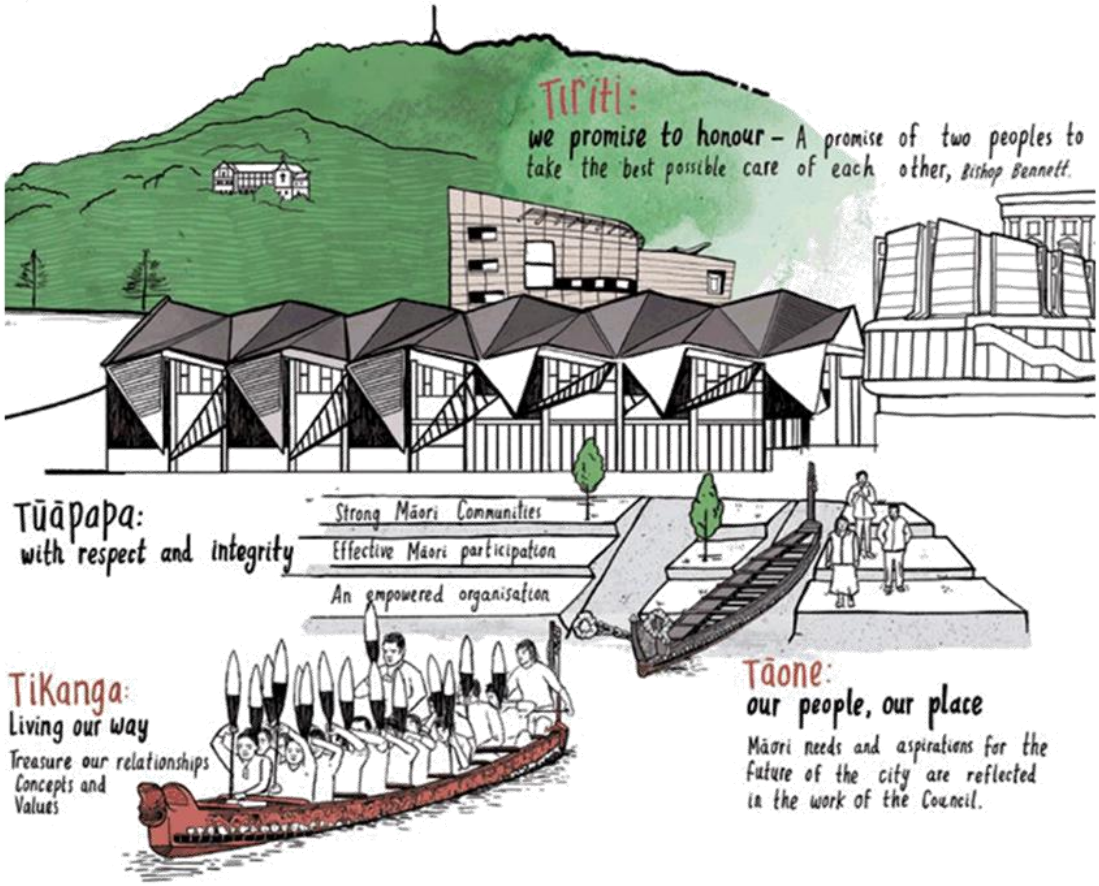
The purpose of Te Tauihu is to recognise the status of te reo Māori as a taonga of iwi Māori and to create a framework to direct the actions of the Council - to celebrate te reo Māori and support the revitalisation of the language within Council activities and Wellington City.

Te Tauihu supports the principles set out in Te Ture mō Te Reo Māori 2016, the Māori Language Act 2016.

Iwi and Māori are the kaitiaki of the Māori language and the language is the foundation of Māori culture and identity. The knowledge and use of the Māori language enhances the lives of all Māori. It is sustained though transmission of the language from generation to generation among whānau and daily use in the community. All New Zealanders are encouraged to learn and use te reo Māori to support its national revitalisation.



Whakaahua (photo): Opening ceremony for Te Raukura, te wharewaka o Pōneke.



Hoahoa: Te Hāpua o Whairepo - te whakakotahi mai i ō mātou uara
Diagram: Whairepo Lagoon - our values coming together

Ngā Mātāpono

Ka whai wāhi te Kaunihera o Pōneke ki ngā kaupapa maha e taea ai te whakaanga ki ngā iwi me te hapori Māori whānui. Mēnā e taunga ana tētahi ki te reo Māori, ki ngā wawata, ngā uara me ngā tikanga ka ngāwari ake te whakawhanaunga atu, te tauwhiro hoki i te mahi ngaio me te āheinga ahurea kia kounga rawa.

Kua herea te Kaunihera ki te whānuitanga o ngā whakaaetanga ā-ture me ngā whakaaro o Te Tiriti o Waitangi. Ka noho ēnei whakaaetanga hei tūāpapa mō ngā kaupapa here whakahaere, whakarato hoki, engari ehara mā ērā anake e whakatau i te hiranga o Te Tiriti, i te whanaungatanga me ngāi Māori me ngā painga o tēnei whanaungatanga ahurei tērā ka hua mai mō te tāone nei i Aotearoa nei, i te ao whānui hoki.

Hei āwhina i a mātou ki te whakarauora i te reo Māori kua tautuhia ēnei whāinga matua e rua

1. Te Reo Māori mō Pōneke: He hapori reo Māori kaha, pakari hoki ā, he tika te whai wāhitanga a te Māori. Kei te hiahia mātou i tētahi hapori reo Māori kaha, hapori pakari hoki. Hei kaitiaki mō te reo Māori, ka uru mai ko te whai wāhi tika a te Māori me ōna tirohanga, tōna hauora hoki
2. Te reo Māori mō te Kaunihera o Pōneke: He whakahaere kaha. Kei te hiahia mātou ki tētahi whakahaere kaha ko āna kaimahi katoa kua mārama ki te hiranga o te reo Māori, ā, kei tautokona hoki i a rātou e ako ana, e whakamahi ana i te reo. Kua kotahi te whakaaro he taonga te reo.

Kei ngā whāinga whakamahere reo a Te Taura Whiri i te Reo Māori ngā wāhi e rima arā,

A. Mārama Pū;
B. Mana;
C. Te Kōrerotanga;
D. Ako;
E. Puna Kupu.

Kua whakamahia ēnei mātāpono mō te mahere otinga (tirohia ki te tapiri). E whakaatu tēnei mahere otinga te whānuitanga o ngā whāinga me ngā wawata.

Ngā kōrero hei tautoko

Hei tautoko hei āwhina hoki ēnei tuhinga i ngā kaimahi Kaunihera ki te whakarite i Te Tauihu - Te Kaupapa Here Reo Māori

- *He Waka Eke Noa* - Corporate Effectiveness for Māori framework
- *Tū Rangatira: Te Kawa o te Kaunihera o Pōneke* - A guide to Māori Protocol

Kei te hiahia mātou ki tētahi whakahaere kaha ko āna kaimahi katoa kua mārama ki te hiranga o te reo Māori, ā, kei tautokona hoki i a rātou e ako ana, e whakamahi ana i te reo. Kua kotahi te whakaaro he taonga te reo.

Principles

Wellington City Council is involved in numerous activities that provide a platform for engagement with iwi and the wider Māori community. Being familiar with te reo, Māori aspirations, values and cultural customs helps us to build strong relations and maintain a high level of professionalism and cultural competency.

The Council is also subject to a wide range of legal obligations and Te Tiriti o Waitangi considerations. These obligations may be the foundations for organisational policy and delivery but on their own they don't adequately emphasise the importance of Te Tiriti, the partnership with Māori and the critical value that this unique relationship can bring to the city both domestically and internationally.

To help us in the revitalisation of te reo Māori we have identified two key objectives

1. Te reo Māori for Wellington: Strong and empowered te reo communities and effective Māori participation. As kaitiaki of te reo Māori, this includes effective Māori participation, perspective and wellbeing.
2. Te reo Māori for Wellington City Council: An enabled organisation. We want an organisation where everyone understands the importance of te reo Māori and feels supported in learning and using it. Te reo Māori is valued here.

The language planning goals from Te Taura Whiri i te Reo Māori, the Māori Language Commission provide for five domains covering:

A. Critical Awareness;

B. Status;

C. Use;

D. Acquisition; and

E. Corpus.

These principles have been used to form the outcomes matrix (attached as appendix). This matrix sets out a range of aspirational goals.

Supporting information

The following have been developed to support Council staff implement Te Tauihu - te reo Māori Policy:

- *He Waka Eke Noa* - Corporate Effectiveness for Māori framework
- *Tū Rangatira - Te Kawa o te Kaunihera o Pōneke* - A guide to Māori Protocol

We want an organisation where everyone understands the importance of te reo Māori and feels supported in learning and using it. Te reo Māori is valued here.

Tāpiritanga: Papa putanga

Tō mātou moemoeā mō Pōneke: Kia tāone reo Māori ā te tau 2040

(200 ngā tau mai i te hainatanga o te Tiriti o Waitangi me te whakatū i te Komiti Taone tuatahi o Pōneke)

Ngā Whāinga	A **Mārama pū** Ki te āhua o te horopaki o te reo Māori kei roto kei Pōneke	B **Mana** Hikitia te mana o te reo Māori i roto o Pōneke	C **Te Kōrerotanga** Kia nui ake te kōrerotia o te reo Māori i roto o Pōneke	D **Ako** Āwhinatia ngā tāngata o roto o Pōneke ki te ako i te reo Māori	E **Puna Kupu** Kohia ngā kupu, ka hangā hei puna tautoko i te reo Māori o roto o Pōneke
1. Te Reo Māori mō Pōneke: Ngā hapori reo Māori, hapori kaha, hapori pakari hoki me te whai wāhi tika o Ngāi Māori	Ko tō tātou tāone he tāone te reo Māori – ka mōhio tonu te tangata nātemea ka kitea i ngā hanga o te tāone, ka rangona i ō tātou wāhi huihuinga. Ka mārama ai tātou i te reo o te iwi mana whenua i ngā kaupapa e whakanui ana i ngā tuku ihotanga a ngā iwi o tēnei rohe.	Kua mōhiotia whānuitia te kōrero 'Me Heke ki Pōneke' hei kupu whakarite ki 'Absolutely, Positively, Wellington' Ka tautoko mātou i te rangatahi ki te ako ki kawe i ngā haka a te iwi mana whenua i ngā huihuinga nui. Ka whakanuia e mātou ngā toa reo Māori o te hapori.	Ka whakahau mātou i te tangata ki te whakamahi i te reo i roto i ngā tāpaetanga kōrero ā-tuhi, ā-waha hoki. Ka whakamāoritia ā mātou tānga kōrero mātauranga kia taea ai ēnei rāuemi e te hunga kōrero Māori. Ka tautoko mātou i ngā kaupapa me ngā pakihi e whakarite ana he wāhi kōrero Māori.	Ka nui haere te kitea o te reo Māori i roto i ā mātou ratonga ā-hapori, kaupapa, rauemi hoki. Ka kitea te reo Māori i ā mātou rawa ataata puta noa i ngā rauhanga Kaunihera katoa, ngā wāhi whakatau tāngata, ngā kāinga, ngā kaupapa me ngā huihuinga, ngā mahi toi me ērā atu wāhi tūmatanui.	Ka whakamahi mātou i te reo Māori me ngā Tikanga Tuhituhi a Te Taura Whiri i te Reo Māori. Ka hōmai e te iwi mana whenua ngā kupu whai tikanga o tēnei wāhi.

Ngā Whāinga	A **Mārama pū** Ki te āhua o te horopaki o te reo Māori kei roto kei Pōneke	B **Mana** Hikitia te mana o te reo Māori i roto o Pōneke	C **Te Kōrerotanga** Kia nui ake te kōrerotia o te reo Māori i roto o Pōneke	D **Ako** Āwhinatia ngā tāngata o roto o Pōneke ki te ako i te reo Māori	E **Puna Kupu** Kohia ngā kupu, ka hangā hei puna tautoko i te reo Māori o roto o Pōneke
2. Te Reo Māori mō Te Kaunihera o Pōneke: He whakahaere kaha	Ka whakaata ā mātou tukanga kaunihera i tō mātou ngākaunui ki whakamahere reo Māori nātemea ko tēnei te tāone nui o Aotearoa. Ka whakamahi mātou i ngā Kaiwhakamāori whai raihana, ngā kupu kei te mahia whānuitia me ngā Tikanga Tuhituhi a te Te Taura Whiri, nā runga i te mōhio he mea tino whaitake kia ū mātou kia whāia ngā huarahi tika hei whakarauora i te reo Māori.	He tika kia rangona te reo Māori i ngā huihuinga ōkawa, i roto i ngā whaikōrero me ngā kauhau, ngā rūma komiti, ngā taiwhanga hei whakamana i te wāhi mahi. Ka nui haere te kitea o te reo Māori i tā mātou paetukutuku, i ngā putanga kōrero, ngā Pānui ā-hiko me Our Wellington hei whakamana i ā mātou tānga kōrero katoa. Ka whakanuia te reo Māori hei tino āheinga o ngā tūranga mahi matua me ngā rārangi utu hei mea whakamana i roto i ao tukumahi.	Ka mihi mātou ki ngā kiritaki katoa i roto i te reo Māori, ā, e kore mātou e pāhunu, ahakoa pēhea. Kua kaha haere ngā āpiha kaunihera ki te tuku mihi, taki pepeha hoki i runga i te mōhio he mea nui ēnei ki te hunga kōrero Māori. Ka whakatipu mātou i te ahurea reo Māori kei reira te reo e kōrerotia ana e mātou i ia rā, i ia rā.	Ka whakarite mātou i ngā akoranga mā ā mātou āpiha katoa - me ngā pūkenga katoa i runga i te hiahia ki te whakapiki i ō mātou tāngata kātoa. Ka tautoko mātou i ērā o ā mātou kaimahi e mātau ana ki te reo kia tae atu ki ngā akoranga reo Māori e tika ana hei whakapiki āheinga tonu i roto i ngā wāhi whai take mō te reo me ngā tikanga Māori.	Ka whakahau mātou i ērā atu umanga ki te whakamahi i te reo Māori i roto i ngā kaupapa tūmatanui. Arā ngā momo kupu me ngā rerenga kōrero kei te hiahiatia hei puna kupu e kitea ai, e rangona ai te reo Māori puta noa i Pōneke: • Ngā Tohu • Ngā huihuinga me ngā mihi • Ngā tūranga, ngā ingoa rōpū mahi • Ngā tānga kōrero me ērā atu tuhinga • Te Waitohu • Ngā Whakapāpātanga me te Tauhokohoko • Ngā hoahoa

Appendix: Outcomes matrix

Our vision for Wellington: A te reo capital city by 2040

(200 years since the signing of the Treaty of Waitangi and the first Wellington Town Committee)

Aspirational goals	A **Critical awareness** Understand the context of te reo Māori within Wellington	B **Status** Raise the mana of te reo Māori within Wellington	C **Use** Grow the application of te reo Māori in Wellington	D **Acquisition** Assist people in Wellington to learn more te reo Māori	E **Corpus** Access and collect words to support te reo Māori in Wellington
1.Te Reo Māori for Wellington: **Strong and empowered te reo communities and effective Māori participation**	Our capital city is a te reo Māori city - people will know this because it will be visible in our city landscape and places we meet. We will understand the importance of te reo o te iwi mana whenua, in celebrating the unique Māori heritage of this region.	Me Heke ki Pōneke' is as well known to Wellingtonians as 'Absolutely, Positively, Wellington' We will support our rangatahi to learn and perform iwi mana whenua haka at special occasions. We will recognise and celebrate te reo Māori champions in the community.	We will encourage the public to use te reo Māori in written and oral submissions. We will translate our educational publications so those who use te reo Māori can access these resources. We will support events and businesses that create a domain for use of te reo Māori.	Our community facing services, programmes and resources will increasingly have te reo Māori content and focus. Our visual assets across all Council facilities, receptions, housing, events, arts, and in the public will include te reo Māori.	We will use te reo Māori and orthographic conventions provided by Te Taura Whiri i te Reo Māori. Our iwi mana whenua provide us with kupu that are unique and meaningful for this place.

Aspirational goals	A **Critical awareness** Understand the context of te reo Māori within Wellington	B **Status** Raise the mana of te reo Māori within Wellington	C **Use** Grow the application of te reo Māori in Wellington	D **Acquisition** Assist people in Wellington to learn more te reo Māori	E **Corpus** Access and collect words to support te reo Māori in Wellington
2.Te Reo Māori for Wellington City Council: **An enabled organisation**	Our council processes will reflect our commitment to te reo Māori planning because we are the capital city. We will use certified translators, industry standard kupu and the Te Taura Whiri Orthographic Conventions, because we recognise these are important for a national common practice approach for te reo Māori revitalisation.	Te reo Māori is the normal language in ceremonial occasions, in talks and speeches, and in committee rooms and chambers to add status to our workplace. Our website and general publications, e-Newsletters and Our Wellington will increasingly have te reo Māori to add status to our collateral. We will recognise te reo Māori as a desirable competency in key position descriptions and salary bands to add status in the job market	We will greet all customers in te reo and we will not be discouraged. Council officers are increasingly able to mihi and recite their pepeha because those are crucial elements of language use. We will grow a culture of te reo Māori language use as a normal and expected part of our day.	We will encourage learning programmes for all our officers - and all proficiencies, because we want to upskill all of our people. We will support our more advanced learners to attend courses in more formal te reo Māori to build capabilities in culturally significant areas.	We will role model and encourage other sector agencies to use te reo Māori in the public arena. A range of formal and informal te reo Māori is needed to create a store that can be heard, seen and felt across Wellington: • Signage • Meetings and greetings • Position, team, group titles • Publications and other print material • Brand • Communications and marketing • Design

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Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Attachment 2 - Te Tauihu – Feedback Analysis

Total submissions:

Formal submissions received	249
Postcards received	263
Total submissions received	**512**

Breakdown of submissions received:

From Wellington -

Yes	70%
No	2%
Not stated	28%

By age group (postcards only):

25 & under	45%
26-45	30%
46+	25%

Do the submissions support the proposed policy?

	Yes	*No*	*Unclear*
Formal submissions received	90%	8%	2%
Postcards received	97%	0.4%	2.6%
Total submissions received	**94%**	**4%**	**2%**

Breakdown of social media:

Justin Lester - Facebook	10
Justin Lester - Twitter	5
Jill Day - Facebook	24
WCC - Facebook	34
WCC - Twitter	4
Social Media Overall	**77**

Do the social media posts support the proposed policy?

Social Media	*Yes*	*No*	*Unclear*
Justin Lester - Facebook	90%	10%	-
Justin Lester - Twitter	100%	-	-
Jill Day - Facebook	71%	29%	-
WCC - Facebook	79%	12%	9%
WCC - Twitter	75%	25%	-
Social Media Overall	**83%**	**15%**	**2%**

Comments about the policy – positive key themes:

- Fully in support, great initiative
- Good start, would like the outcomes to be more ambitious
- Ensure that the delivery of the policy is done in a meaningful way

- We need more opportunities to learn and use te reo Māori
- Great way to celebrate our indigenous culture and support the principles of the Treaty of Waitangi
- Happy to collaborate, Council should work with Māori & others working in this space
- Can we become a te reo Māori city?
- Council staff to be provided opportunities to learn more te reo and tikanga Māori – increase capability
- Impressed with the work that has already been done and look forward to details regarding implementation
- Great that Billie Tait-Jones is being recognised for her contributions

Comments about the policy – other key themes:

- Waste of taxpayer money, not the role of Council
- Council should focus on other priorities
- Enough te reo Māori already

Where do you want to see and hear te reo Māori – key themes:

- Everywhere
- Signage
- Public transport
- Iconic Wellington sites/ sites of significance
- Entryways to Wellington (airport/ferry terminal/motorway)
- Education institutions
- Council facilities, staff & services (service centre, libraries, pools, parks etc.)
- Events and ceremonies
- Cafes, bars & restaurants
- Suburban centres
- Government services & buildings

Social media:

Positive	*Negative*
• Excited! • Great start & an awesome kaupapa • Good for Council members/staff to learn & deliver services in te reo • Would appreciate support around pronunciation also • Awesome initiative • What a great example you are setting for other Councils across NZ	• Māori language is only useful to Māori people – how will Wellington benefit? • Te Reo is not something the majority want • There are other priorities including homelessness & infrastructure • Costly & unnecessary • More ridiculous racial pandering • Waste of taxpayer money

Facebook

- 5 posts overall ($200 spend)
- 62,676 video views
- 147,216 total reach
- 3,204 reactions, comments & shares
- Launch video top post – 78,823 reach

Attachment 3 - Oral Hearing Submissions Summary

Submitter	Key points
Natasha Kuka	Strong Support for the Policy Bold aspiration for our mokopuna to have te reo as their first language – how will it be seen, heard and felt. The policy needs a statement of vision What will you see in 1, 5 and 10 years? It requires budget for normalising. How will you monitor the implementation of this policy As leadership – how will the council support this – allocating budget will go a long way How will you normalise te reo Māori in the city? Consider language zones – so te reo is not only reserved for ceremonial reasons.
Bernard O'Shaughnessy	Strong Support for the Policy Make it work – not shelved Culture change within this building (Civic) and include marae visits. Need the Mayor in the chair at marae What are the outcomes and what budget sits with this? WCC rebuild of civic to have te reo zones. Good example – Alex (librarian) te reo Storytime. Allocate budget. Needs to be more active – how will you create language areas within the city
Chris Montgomerie	Strong support for the Policy Building this for the future generations Understanding te reo and the stories that go with the language can make a major shift/difference. How do we discover the history of this place/local pride/local history/waiata Amazing first steps – but where do people like me fit in with this plan? Who is the audience that the plan is addressing? Where are our kura represented in the plan? Work with the Kāhui Kaiako in the eastern zone (13 schools). How do beginners benefit from Te Tauihu. This is an intergenerational plan – for our children and grandchildren
Vincent Olsen-Reeder	Strong support for the Policy Particular interest in society, language and culture. Bold, assertive and well-intended

1

Submitter	Key points
	Who is it for? Touted as a plan for the city – but the plan deals with the Council. Needs a plan for everyone – maybe 2 plans one for the Council and one for the City Passion – but where is the expressed goal – Needs an outcome vision statement Bilingual by 20XX? A number of inconsistencies in the matrix which need to be addressed Reference to the outcomes matrix – needs a bigger focus on city outcomes (not only council outcomes). Annual te reo award?
Taranaki Whānui	Strong support for the Policy Will work constructively with WCC (HCC and UHCC) Taranaki dialect will be heard. We will actively support te reo in our own developments – Iwi housing developments coming along. Paetutu in Petone / Wainui papa kāinga / Te Aro papa kāinga etc. Taikuru - Shelly Bay will be bi-lingual and the first te reo suburb/development in Wellington. Te reo is an asset and point of difference. Desmond Tutu: "Language is very powerful. Language does not just describe reality. Language creates the reality it describes." Holden Hohaia and Kara Puketapu -Dentist: If this works they will be even more proud of this city. Dedication for Billie Tait-Jones (work with her whānau). Peter Jackson has concerns over the name Te tauihu. He suggested Rauawa. We will work to normalise Te reo. Waiata: E Ngā Iwi o te Motu Nei sung by June Jackson translated by Kura Moeahu.
Fe Day	Strong support for the Policy A brave policy – mana enhancing. Learnt te reo at Wellington Polytech (Kuratini) in the 80-90s. The impact of student loans has eliminated the short courses that Kuratini used to run. Extension beyond Wellington city, others will follow. How can the Council actively support this in existing programmes and facilities – te reo classes in libraries, theatre (Melbourne example of Aboriginal theatre) Host beginner language courses at libraries – employ tutors.
Youth Council	Policy is needed for the city Badly needed. Get to the 'doing'.

Submitter	Key points
	How do we get it working in a practical sense For everyone and ALL across the city. What are the opportunities to normalise the practice of te reo for all people across the city • Way finding apps App in te reo • Māori food trucks (hearts, minds and stomachs) • Preference for street names – 1st preference for te reo (all unless inappropriate). • Other bilingual signage – wharepaku etc use symbols and te reo – remove English • Interaction with GWRC – buses and trains, high use areas • Symbolic – Civic Square rename
Ngahiwi Apanui	Strong support for the Policy Congratulations For tomorrow – our mokopuna. A taonga guaranteed by the Tiriti o Waitangi. It is our shared national identity. First comprehensive policy in local government. Not cultural appropriation – no one can take the language without the whakapapa. Fix the names – learn the stories: Waripori Street, Tinakori Street.
Colin Feslier	Strong support for the Policy Look at the investment in reo Pakeha – theatre, libraries, exhibitions – how can we balance that in te reo Māori Congratulated WCC on its long and ongoing investment to ensure the English language and customs are celebrated and kept vital. He'd like to see this for te reo too to keep it as a living language.
Public Health AssociationNita Brown/Kerata Stewart	Strong support for the Policy Restore the 'well beings'. For Māori, wellbeing can be directly linked to identity, te reo and cultural practice. Language is key to identity and therefore public health outcomes
Jennifer Margaret	Strong support for the Policy GO HARD!!! The launch was fantastic. Te Mea/Te Mayor – laughed every time. Shifting the Skyshow is symbolic and a strong statement. It's about relationships. Tighten the goals and focus - timeframes. It is inter-generational. Have courage to push further and recognise skill-sets and competencies.

30/05/2018

Draft te reo policy

Social Media Report

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Summary

- $200 spent on Facebook advertising (3 posts)
- 5 Facebook posts
- Facebook reach of 147,216
- 62,676 video views on Facebook
- 4 tweets (25,659 impressions)
- 1 Instagram Post

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

1

30/05/2018

Facebook Posts

- 5 posts overall
- 62,676 video views
- 147,216 reach
- 3,204 reactions, comments & shares
- Launch video top post – 78,823 reach

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Facebook posts



Draft Te Reo Policy: Te Tauihu - Public Input



Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

2

30/05/2018

Facebook posts - boosted



Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Boosted posts

(stats are from ad spend only)

Post	Spend	Reach	Video views	Link clicks
Launch video (with Justin & Jill) **16 Feb 2018**	$100	25,015	16,335	268
1st short video **25 Feb 2018** "We encourage all Wellingtonians.."	$50	15,027	9,926	46
2nd short video **5 March 2018** 'Have you had your say yet?'	$50	15,948	7,040	32
TOTAL	**$200**	**55,990**	**33,301**	**346**

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

3

30/05/2018

YouTube video views



Te reo draft policy launch Feb 2018

263 views • 1 month ago
CC



Draft te reo policy, Te Tauihu – Waitangi Day

83 views • 1 month ago



There's still time - draft te reo policy.

64 views • 1 month ago
CC



Have your say on the Te reo Māori Policy

137 views • 1 month ago



We want all Wellingtonians to have their say on the draft te

94 views • 1 month ago
CC

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Twitter

- 4 tweets
- 25,659 impressions
- 90 likes





Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

30/05/2018

Instagram

Instagram Post – 1,221 views (boomerang video)



Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Facebook post from Mayor on launch day.



Draft Te Reo Policy: Te Tauihu

Learn More

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

5

30/05/2018


Jill Day Facebook Posts (5)
Capital to become a te reo Māori city
Draft Te Reo Policy/ Te Tauihu - Public Input
Making Wellington a te reo city
To make Wellington a Reo Māori city
Absolutely Positively
Wellington City Council
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Te reo policy

Wellington aiming to be the home of te reo Māori (Feb 6) said the council had set the goal of ensuring the Māori language is "included and prioritised" in the city. Who originated the policy and under what mandate? What is the ultimate objective? What funding is required?

Deputy mayor Jill Day said: "We aren't going to tell Wellingtonians what the policy will be – it's important for them to tell us." If the council doesn't know what the policy is, why is it promoting it? If the public don't want it, will it go ahead as did the Island Bay cycleway?

I disagree strongly with Day that it is "everyone's responsibility to keep the language going". If I thought this would contribute in any significant way to improving the adverse rating of Māori by every social measure, I could support this, but I see no evidence whatsoever that this is the case.

MIKE WILLIAMS
Tawa

stuff

Editorial: Wellington needs to do more for the Māori language

Last updated 05:00, February 8 2018

KEVIN STENT/STUFF

Wellington Deputy Mayor Jill Day

EDITORIAL: Wellington City Council has a long way to go if it is to make the city the capital of the Māori language. Neither Wellington nor its council has made anything but token gestures towards the country's second official language.

Deputy mayor Jill Day says she is not going to tell Wellingtonians what the policy will be, but suggests that it might include bilingual signs. Well, that would certainly be a start. It would have the great advantage of making the language much more visible in public spaces. At present, it is generally absent.

In Wales, where the campaign to revive the indigenous language started earlier and has gone much further than New Zealand's, bilingual signs have always been seen as a badge of pride.

The Welsh language, like the Māori language, risks being drowned by the linguistic tide of English. Road signs are like outcrops of the indigenous tongue amid the flood.

READ MORE:
* Frank Kitts Lagoon to become Whairepo Lagoon
* Corporates enticing te reo Māori educators away from classroom
* Massive upsurge in white New Zealand wanting to learn te reo
* Bill English says not up to govt to save 'someone else's language'

New Zealand has already started down the road of bilingual names. Often now there are two official names for major landmarks, and the Māori name is starting to crowd out the English one. Mt Taranaki, for instance, now strikes many as a much more natural name than Mt Egmont, which was named after a long-forgotten English sea-lord.

Mt Aoraki, on the other hand, might not spring so readily to mind as Mt Cook. James Cook, after all, remains a huge historical figure for New Zealand, which generally remembers little of its history. But in due course Aoraki might replace him.

The council prefers the Māori name Whairepo for the lagoon area still often known as Frank Kitts Park. Here, public education is needed, because Frank Kitts is the usual name even though Kitts himself – a former mayor of the city – is remembered by few.

Whairepo, or eagle rays, is certainly a much more poetic name, and is not especially difficult for monolingual English speakers. Once they learn the name and some of the mythology behind it, Wellingtonians might well start to welcome the new name.

And there will be some, of course, who object to the whole thing. Renaming landmarks and signs will also cost money.

Ad Feedback

But if Māori is to be more than a token official language, it must find a place and it must be paid for.

A bigger objection is that signage and official names are tokenism. By themselves, they are. And this raises the deeper questions of just what our official duty to the language is.

Linguists have long known that the only way for a language to become truly part of our lives is if people pass it on to their children in the home. As long as Māori is not transmitted in the home just as English is, it will remain something less than a full language.

It will be, rather, usually a language of ritual and special observance, a language spoken formulaically at the beginning of politicians' speeches rather than throughout.

And the hard truth is that, despite great efforts to foster the language, te reo has not recovered. Its future remains in doubt.

- Stuff

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Te reo's future

Recent correspondence expresses opinions about the future of te reo. That is not a matter of opinion but of fact.

There are hundreds of distinct phonemes (distinct units of sound) in world language and any baby can acquire any of them, from Cantonese tones to Khoisan clicks, but after babyhood this ability gradually disappears. When Māori first met Pākehā, they couldn't pronounce many of the phonemes of English and in a sense couldn't hear them. Hence Elizabeth changed to Irapeta, George to Hori and William to Wiremu with no disrespect to English intended.

It is overoptimistic to expect non-te reo speakers to pronounce Māori placenames "properly". We don't have the phonemes.

A second linguistic fact is that no two languages can be spoken by the same group of people indefinitely. One will disappear at the expense of the economically stronger one. Gaulish and Gothic were replaced by Latin. Cornish, Manx were lost to English. Te reo is beautiful, euphonious and embodies Māori culture, but it is a fact that it will go extinct.

Languages can take hundreds of years to die, lingering on as ceremonial tongues such as Church Latin or marae te reo, but only one language has ever bucked the trend. That was Hebrew and that took the Holocaust, the creation of modern Israel and the intense dislike of the German origin of Yiddish, the former Jewish common vernacular.

Te reo does not have those motivations.

ARTHUR BENNETT
Hastings

Sense on te reo

This is a plea for common sense on the wholesale promotion of the Māori language, as has been suggested for Wellington. Recently I received an unsolicited email setting out in brief the history of Māori people, their contributions and their grievances. I replied saying I objected to compulsory Māori language being taught in schools. I am also tired of the interpolation of random Māori phrases in radio and television.

I received a reply from a third party, defending the first email, and adding that "most people in the debate about Māori use on Radio NZ were positive about its use". But I wonder where the "most people" are? Since I hear a groundswell of protest over our insidious brainwashing by way of political correctness. The "most people" I know are afraid of publicly voicing their opinion. Of being politically incorrect. What happened to free speech?

Let's teach children to speak English correctly before we embark on a tangent away from skills they can actually use.

JO MURPHY
Waikanae

Wellington's deputy mayor is encouraging Maori to get involved in consultation on tthe city's 10-year plan.

Jill Day says instead of just requiring people to come into the council to make formal submissions, it will go out to community forums next month to get feedback.

It could also make use of social media.

She says the council is already consulting on its te reo Maori policy Te Tauihu, and it has a Maori growth strategy, Te Taurapa, in the works.

"The usual things that come up every time that we need to get the voice of everyone in the community are housing resiliance, how we are managing the impact on the environment, doing better with our water management and growing our culture in Wellington so I think there are plenty of kaupapa Maori would be interested in and would be keen to see progressed so it makes a big difference if we have that voice," Ms Day says.

The council would like to increase Maori representation, but it does not think a Maori ward is the best option at this time.

https://www.waateanews.com/waateanews?story_id=MTg1NTA=

Making Wellington a te reo city

Wellington Mayor Justin Lester and deputy mayor Jill Day would like to hear ideas from Wellingtonians how council could enhance the use of the Maori language here.
PHOTO: Independent Herald file.

Wellington City Council wants to hear from the public on how it can achieve the goal of making Wellington a te reo Maori city.

The public consultation for the draft te reo policy, Te Tauihu – Te Kaupapa Here Hukihuki Te Reo Maori, asks Wellingtonians for ideas on how council can celebrate the language in the city.

"It's about incorporating more te reo into our everyday lives," deputy mayor Jill Day says.

"The Maori language has inherent mana and importance and we need to acknowledge that by making it more visible in our city."

The policy honours a commitment made by Mayor Justin Lester during Te Wiki o Te Reo Maori last year.

Its development was led by Jill, who is the first Maori female in the role as deputy mayor and holds the Maori partnerships portfolio.

Submissions received will help create an action plan to inform not only the way council approaches signage, but also other public forms of communication, such as speeches, street art, murals, performing arts and more.

"This draft policy is the first step in that process," Jill says.

"We want to gather as many varied ideas as possible on how we can make this policy real - how we can enact it. We want people to be creative and think outside the square."

■ For a copy of the draft policy in te reo or English and to make a submission, visit wellington.govt.nz/have-your-say/consultations.

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stuff

Wellington City council consulting with community to create te reo Māori policy

STUFF

Wellington's Whairepo Lagoon was officially renamed by the New Zealand Geographic Board in December 2015 - but is still referred to as Franks Kitts Lagoon.

Bilingual signs could be on the horizon in Wellington as the city looks set to become New Zealand's te reo Māori capital.

Wellington City Council has set the goal to ensure the language is "included and prioritised" in the city, so is taking the first step by creating a draft policy.

A public consultation for the draft, Te Tauihu – Te Kaupapa Here Hukihuki Te Reo Māori, asks Wellingtonians for ideas on how the council can celebrate the language.

SUPPLIED

To help promote Whairepo Lagoon's Māori name, the council will decorate the surrounding area with chalk Whairepo - the eagle rays that swim in the lagoon in the warmer months.

The feedback will form the basis of an action plan for the city.

READ MORE:
* Frank Kitts Lagoon to become Whairepo Lagoon
* Corporates enticing te reo Māori educators away from classroom
* Massive upsurge in white New Zealand wanting to learn te reo
* Bill English says not up to govt to save 'someone else's language'
* Don Brash clashes with Kim Hill over his te reo stance

Deputy Mayor Jill Day, who holds the Māori partnerships portfolio, said the council wanted to gather as many ideas as possible on how it can make the policy real.

KEVIN STENT/STUFF

Wellington Deputy Mayor Jill Day, who holds the Māori partnerships portfolio, said the council wanted to gather as many ideas as possible from the public on how it can make its te reo Māori policy real.

"We are not going to tell Wellingtonians what the policy will be - it's important we start the conversation in the community and for them to tell us."

Signs were the instigator for a wide ranging policy, she said.

"It made us ask why don't we have signs that are bilingual - but we don't want this to be a policy that is all about signage - we want to take it further and focus on all the ways a language is seen and heard," she said.

The current plan for signs was to replace old ones with bilingual versions when they needed renewing, and the policy would make it a priority for the council, she said.

Ad Feedback



https://www.stuff.co.nz/dominion-post/news/101176713/wellington-city-council-cons... 13/03/2018

One area in the city, where a Māori name takes pride of place, is Whairepo Lagoon - but two years after it was officially named by the New Zealand Geographic Board, people still refer to it as Frank Kitts Lagoon, Day said.

To showcase how the policy can be enacted, Day took to the lagoon to show Wellingtonians how they can visualise te reo in the city.

To recognise the name of the lagoon, the council will decorate the surrounding area with chalk to say 'Whairepo' – designed by artist Reweti Arapere.

"The Whairepo (eagle rays) that inhabit the lagoon are considered guardians of the area, but many don't know about the Māori name of the lagoon or the creatures that live in or visit the water," she said.

The council's consultation document states that te reo is an integral part of the city and the policy was the council's public statement of commitment to the language.

As the capital, the city was well placed as the natural home of te reo, which should be recognised, the document says.

The policy will include contributing to Māori well being and incorporating Māori perspectives in all policy work, as well as stimulating Māori economic, social and cultural innovation.

The council wanted to set an example for the rest of the city, Day said.

"The big thing for us is showing leadership and commitment and saying as a council, 'this is how we want to be in the community' - and inspire other businesses to get involved and take some responsibility ... It's an official language and we need to make sure we back it."

She dismissed recent criticism of the language and said it was everyone's responsibility to keep the language going.

"Their [critics'] comments don't fly in the community anymore and people are much more aware of their responsibility to revitalise te reo."

More people in Wellington were speaking and interested in te reo Māori but to make it an everyday spoken language, was a long path, she said.

- Stuff

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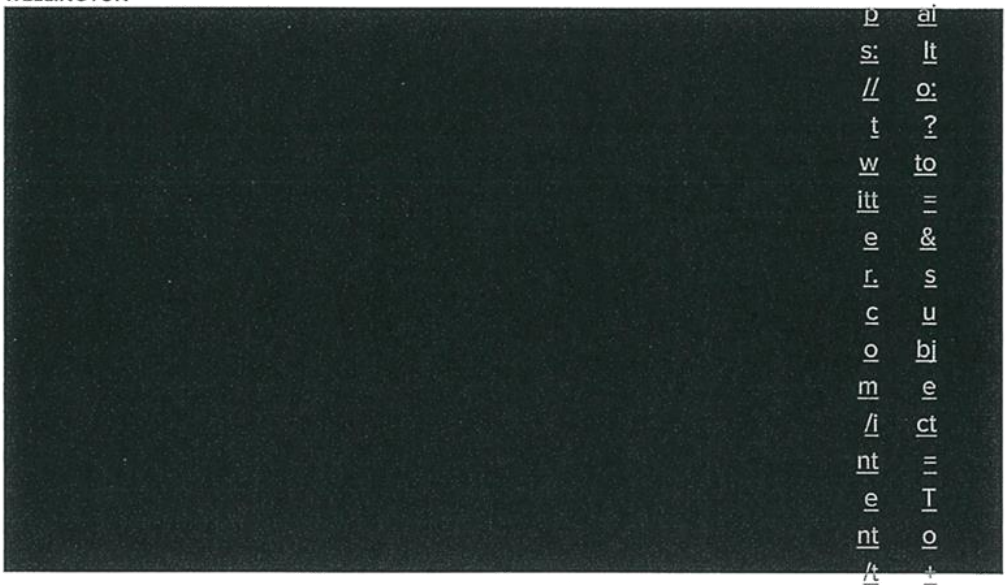
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TOPIC: Waitangi

To make Wellington a Reo Māori city

5:45pm, Tuesday 6 February 2018.
By Moana Makapelu Lee (/news/reporters/moana-makapelu-lee)

WELLINGTON



Add to...

"To make Wellington a te reo Māori City!" This from Deputy Mayor Jill Day at today's Waitangi Festival on Wellington Waterfront where she announced to festival goers the council's draft te reo policy, Te Tauihu that aims to see more te reo Māori in the city.

Wellington - A city known for it's wind, the beehive, and perhaps soon, te reo Māori.

Deputy Mayor Jill Day says "When you drive through the city you'll see 'Welcome to Wellington'. It could be 'Nau mai ki Pōneke - Nau mai ki te Whanganui a Tara.'"

(https://twitter.com/intent/tweet?original_referer=(mailto:?to=&subject=To+make+Wellington+a+te+reo+Māori+city&text=To+make+Wellington+a+te+reo+Māori+city+https://www.maoritelevision.com/news/regional/make-wellington-reo-maori-city&tw_p=tweetbutton&url=https://www.maoritelevision.com/news/regional/make-wellington-reo-maori-city

The draft policy honours a commitment made by Mayor Justin Lester during Te Wiki o Te Reo Māori last year. Public submissions are now open to the public for creative input in how the council might approach signage and other forms of communication, including street art, murals and performing arts.

"We've already started." says Day.

"Today we are highlighting the name of our lagoon at Frank Kitts Park, Whairepo Lagoon. That's just one way we can show it making sure people are aware of the special names of places we have."

The initiative follows recent moves by district councils in the north island including Rotorua, who became New Zealand's first bilingual city in August of last year.
Day says it's the responsibility also of the capital city to promote one of its national languages.

"We would like to see this across the whole of Aotearoa and it encourages the government to take the steps it needs to take as well, so we are all playing our part."

TE KĀEA (/TV/SHOWS/TE-KAEA)

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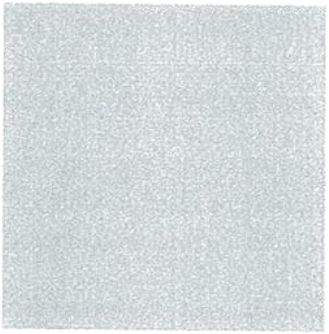
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RNZ

NEW ZEALAND (/NEWS/NATIONAL)

Council urged to promote te reo around city

9:58 am on 15 March 2018

Hundreds of people have told the Wellington City Council they want to see te reo Māori made more visible around the city.



Cuba Street, Wellington. Photo: RNZ / Rebekah Parsons-King

The council called for submissions on the policy initiated by the Deputy Mayor, Jill Day, who said she wants the capital to be a leader in revitalising the language.

The policy suggests bilingual signage and support for reo Māori initiatives by community groups.

Ms Day said small changes can create a big impact in revitalising the language.

She said interest in the language is evident in the waiting lists for te reo Māori courses in the capital.

"It's a good sign that people are really wanting to embrace te reo Māori. It's important that we as the capital city are making that commitment," she said.

The council will review the submissions and come up with an action plan over the next few weeks.

RNZ

TE AO MAORI (/TAGS/TE%20AO%20MAORI)

Wellingtonians have their say on Māori signage

From **Morning Report (/national/programmes/morningreport)**,
8:39 am on 15 March 2018

Bilingual signs and Māori place names look likely to become more prominent in Wellington as the council makes progress on its promise to make te reo Māori more visible around the city.

Public submissions on how the council should incorporate te reo closed this week, and more than 300 submissions were received. Te Manu Korihi reporter Te Aniwa Hurihanganui has more.

Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Te Puni Kōkiri commends Council's te reo Māori commitment

Published on Tuesday, 20 February 2018

"I applaud Wellington City Council on its goal to make the Capital city, a te reo Māori city. Most people in the world, and certainly in the globe's capital cities, speak at least two languages. We can do it too," says Te Puni Kōkiri Chief Executive Michelle Hippolite.

"Placing a stake in the ground to show New Zealand's Capital city actively promotes our indigenous language, sends a strong message both here and overseas. Well done".

Wellington City Council opened public consultation on its draft te reo policy, Te Tauihu – Te Kaupapa Here Huikihuki Te Reo Māori (https://wellington.govt.nz/have-your-say/public-inputs/consultations/open/draft-te-reo-policy) earlier this month. Consultation closes on 12 March 2018.

"Te reo Māori is a living language for all New Zealanders. It should be seen, spoken heard and enjoyed in commerce, sport, the arts, government, at the supermarket and even on the bus.

"We want more people, speaking more Māori, in more places", she says.

"Last year we congratulated Rotorua on becoming the first official bilingual city, and now Wellington is hot on its heels. Both Wairoa and Ōtaki are also on their way to becoming the country's first bilingual towns. I am excited to see who will be next.

"Most people in the world, and certainly in the globe's capital cities, speak at least two languages. We're a dynamic, exciting city. We can do it too".

Te Puni Kōkiri plays a lead role in the government's work to revitalise the Māori language by working together with other agencies. It is now developing the Maihi Karauna strategy which focuses on ensuring government systems, policies and practices support the ongoing revitalisation of te reo Māori now and in the future.

"Te Puni Kōkiri works nationally and locally on a range of vibrant whānau and community projects that breathe life into our first official language."

Mrs Hippolite says aspects of the Council's proposed strategy to raise the profile of the Māori language are commendable.

"Bilingual signage gives the language a physical presence in the city. While restoration of place names opens up discussions on the oral grid that first mapped this land. When we revive those names we unlock all of the cartographic, historical, cultural and scientific knowledge they hold".

Last year Te Puni Kōkiri and Te Taura Whiri i te Reo Māori released a guide, Māori-English Bilingual Signage (https://www.tpk.govt.nz/en/whakamahia/te-reo-maori/tohureorua) to support efforts to revitalise te reo Māori.

"It's marvellous to see this commitment from our local Council and fellow Wellingtonians" says Mrs Hippolite.

[Read more (https://wellington.govt.nz/have-your-say/public-inputs/consultations/open/draft-te-reo-policy)]

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3. Monitoring

QUARTER THREE REPORT 2017/18

Purpose

1. The purpose of this paper is to present the quarterly report ending 31 March 2018 and 2017/18 full year operational and capital expenditure forecasts.

Summary

2. The quarterly report includes minor improvements with the view to provide more performance insights. The report is enclosed as **Attachment 1**.
3. Council's performance for the third quarter of 2017/18 is summarised in the performance snapshot and subsequent summaries for each of the seven activity area. This includes both the financial results and the performance against the key performance measures (KPIs), captured on a monthly or quarterly basis. An explanation is provided for any KPI variances of more than 10% above or below target.
4. Over this first nine months of the reporting period, Council has achieved (being met, exceeded or substantially achieved within 10% of target) 90% or 60 out of 67 non-financial key performance indicators measured quarterly and half-yearly.
5. Appendix 1 to the quarter three report contains the detailed performance information for each of the seven Activity Areas, year to date data at a detailed activity level against KPIs, operating expenditure, and capex expenditure.
6. Section 1(a) of Appendix 1 provides a snapshot of performance results reported: year-end position 2016/17, quarter one, quarter 2 and year to date quarter three 2017/18, and variance against year to date target.
7. Appendix 2 contains the latest 2017/18 full year capital expenditure forecasts.

   At a consolidated level, the year to date net operating surplus of $14.891m is $9.988m better than the budgeted surplus of $4.904m. This is driven by favourable variance on income of $8.2m.

Recommendation/s

That the City Strategy Committee:

1. Receives the information;
2. Notes the contents of the 2017/18 Quarter three report;
3. Approves the 2017/18 Quarter three report; and
4. Agrees the latest 2017/18 full year capital expenditure forecasts.

Background

8. This is a further iteration of the quarterly report including changes to enhance visibility of performance trends over time. The front sections of the report have been amended to provide a snapshot of performance, followed by specific performance commentary under the strategic area activity summaries.

9. Additional non-financial performance forecast indicator has been included in Section 1(a) of Appendix 1 to show anticipated position for end of financial year 2017/18.

Discussion

Operational

10. Year-to-date total income is above budget by $8.2m. This is mainly due to additional revenue for contaminated/special waste from the city, higher revenue from transport and infrastructure activities, and higher consenting and compliance revenue.

11. Year-to-date total operating expenditure is under budget by $1.787m. This is mainly due to lower interest expense offset by higher IT costs.

Capital expenditure

12. Capital expenditure for the first nine months of the financial year is $24,871m underspent largely due to delays in the work programmes for Waters projects, the relocation of Royal New Zealand Ballet, and cycleways projects.

Full year forecast operational

13. The forecast net operating surplus for the year is $1.5m less than revised budget. This is mainly due to the removal of the budgeted gain on the disposal of the Municipal Office Building and higher IT costs, partially offset by lower Interest expense.

Full year forecast capital

14. The full year capital expenditure forecast for 2017/18 is $9.022m lower than revised budget. A summary of the major forecast adjustments is included in Quarter three report Appendix 2.

15. In CSC meeting of 8 March 2018 $24.709m of the capital expenditure was agreed to be deferred out of 2017/18 and is now included within the capital expenditure budgets in the 2018-28 Long-term Plan.

16. A further review of the 2017/18 programme has resulted in the following recommended changes:
    - An additional forecast underspend of $17.952m that will be carried forward into 2018/19 of the 2018-28 Long-term plan;
    - Forecast savings of a further $0.653m; and
    - Further forecast overspends of $5.673m, funded from:
        - Brought forward from out-years ($3.519m)
        - External funding received ($0.420m)
        - Approval for additional funding ($1.390m)
        - Insurance recoveries received in 2016/17 ($0.344m)

Service delivery (KPI performance)

17. Performance for Quarter three and year to date to 31 March 2018 was 90% of Key Performance Indicators (60/67) measured on a monthly or quarterly basis were met, exceeded or substantially achieved. Any significant variances, greater than 10% favourable or unfavourable, are explained in the quarterly report.

Compliance with Treasury Policy

18. As at 31 March 2018 all of the core policy requirements were achieved.

Next Actions

19. The 2017/18 Annual Report is planned for 26 September 2018.

Attachments

Attachment 1. Quarter three report: 1 January to 31 March 2018 ⇩ Page 78

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Wellington City Council
Quarterly Report

Quarter three report: 1 January to 31 March 2018



Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Contents

Section 1: Performance snapshot 3
Non-financial service performance 3
Financial performance (YTD $000) 3
Section 2: Performance summary 4
Section 3: Consolidated financial performance 6
Net operating expenditure 7
Capital expenditure 7
Summary of forecast adjustments to capital expenditure 8
Statement of borrowings 9
Treasury policy compliance 9
Section 4: Quarter three performance in our strategy areas 10
1. Governance 10
2. Environment 11
3. Economic development 15
4. Cultural wellbeing 16
5. Social and recreation 18
6. Urban development 20
7. Transport 22
Appendix 1 – Detailed Performance Information 24
1 (a) Key performance indicators – detailed performance information 25
1 (b) Operational expenditure – detailed performance information 29
1 (c) Capital expenditure – detailed performance information 34
Appendix 2 – 2017/18 Full year capital expenditure forecasts 38
2 (a) Proposed 2017/18 CAPEX underspends (amounts to be carried forward) 38
2 (b) Proposed 2017/18 CAPEX underspends (savings) 39
2 (c) Proposed 2017/18 CAPEX overspends 40

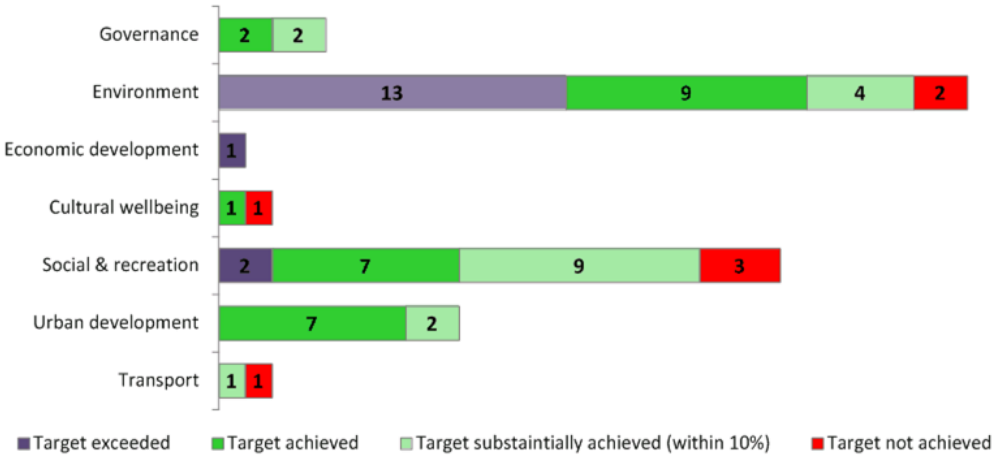
Section 1: Performance snapshot

Non-financial service performance

Headlines:

- 90% of key performance indicators (60/67) measured on a quarterly or six-monthly basis were met, exceeded or substantially achieved.
- 24% of measures improved, 31% remained static and 45% slipped compared to previous quarter or year-end results (two did not meet target).

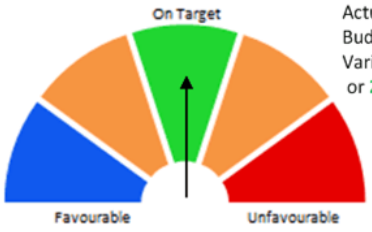
Quarter three – summary by strategy areas



Notes:
Any significant variances that are greater than 10% are explained in the body of the report. The full list of performance measures and the results are outlined in Appendix 1.

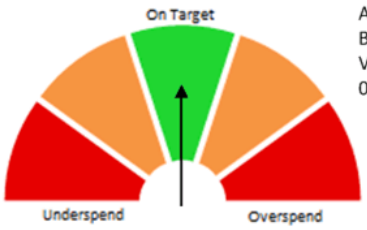
Financial performance (YTD $000)

Income



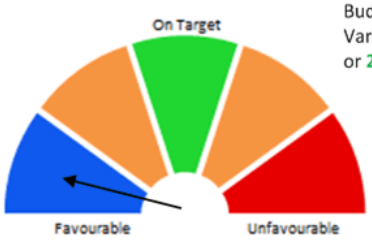
Actual: $365,623
Budget: $357,422
Variance: $8,200
or 2%

Expenditure



Actual: $350,732
Budget: $352,519
Variance: $1,787 or
0%

Total net operating surplus



Actual: $14,891
Budget: $4,904
Variance: $9,988
or 200%

Capital expenditure



Actual: $116,270
Budget: $141,141
Variance: $24,871
or 18%

Section 2: Performance summary

Quarter three -overall

Non-financial

- The Council's non-financial performance for the third quarter of 2017/18 was 90% (60/67) of key performance indicators (KPIs) met, exceeded or substantially achieved (within 10% of target).
- Of the seven KPIs that didn't meet target, two dropped from the last recorded result, two improved and three remained static. Variance explanations are included in the Activity Areas summaries.
- Across all KPI measures reported this period 24% improved, 30% remained static and 46% dropped.

Financial

- The year-to-date net operating surplus is $9.99m better than budgeted. The forecast net operating surplus for the year is $1.5m less than revised budget largely due to the removal of the budgeted gain on the disposal of the Municipal Office Building and higher IT costs, partially offset by lower Interest expense.
- Capital expenditure for the first nine months of the financial year is $24.9m underspent. The full year forecast is for underspend of $9.0m against revised budget which is largely due to delays in the work programmes for Waters projects, the relocation of the Royal New Zealand Ballet and cycleways projects.

Quarter three – strategy areas		
	Non-financial	**Financial**
1. Governance 	• Two KPIs met and two substantially met (4/4). • One KPI improved during the quarter, one remained the same and two declined. • Work continues, in an effort to improve timeliness of reports outside of the 5 days KPI. The late reports were predominantly related to our long-term plan. • All KPIs expected to meet year-end targets.	• The 11% underspend on opex mainly related to continuing lower personnel costs. • The planned minor work programme for upgrades to Council committee rooms has been put on hold due to the relocation of the rooms to the Library.
2. Environment 	• Thirteen KPIs exceeded, nine met, four substantially met, two not met (26/28). • Ten KPIs improved during the quarter, six remained the same, twelve declined. • One KPI that did not meet target continued to decline this quarter. Median response time for water network non-urgent callouts increased 5 hours to 51 hours against target of 36 hours. This KPI will not be met for year-end.	• Opex underspend due to higher landfill income, unbudgeted vested asset income and lower maintenance costs. • Capital expenditure on waters projects is below budget due to delays in the work programmes.
3. Economic Development 	• The sole KPI for estimated attendance at WCC supported events, was exceeded by 19% mainly due to high attendance at Waka Odyssey and is on track to exceed year-end target of 600,000.	• Opex on track however capex was underspent by 43% due to continuing delays in the Wellington Venue renewals work programme.
4. Cultural Wellbeing 	• One KPI met, one not met. • Although year to date total attendees at supported events is ahead of target, the number of performers is behind estimated total for the first nine months of the year. • Both measures are reliant of the timing and types of events held.	• Opex on track. • Underspent on capex due to continuing delays in the Movie Museum/Convention Centre project.
5. Social and Recreation 	• Two KPIs exceeded, seven met, nine substantially met and three not met. • During the quarter four KPIs improved, eight remained steady, and nine declined.	• Under budget on opex mainly due to favourable timing of the recognition of funding for the Housing Upgrade Programme.

	• All three measures that were not achieved are seasonal and relate to sportsfield use. Off peak utilisation (both winter and summer) has not achieved year-end targets.	• Capex underspent by 10% due to several work programmes being behind schedule.
6. Urban Development 	• Seven KPIs were met and two were substantially met. • Four KPIs remained steady however the remaining five declined. • High demand continues to impact performance on issuing building consents and code of compliance certificates. Both measures are not expected to achieve year-end targets.	• Opex is under budget due to the timing of unreinforced masonry work. • Capex 19% underspent due to delays in several laneways and earthquake strengthening projects.
7. Transport 	• Both KPIs relating to response rates to requests for service have been impacted by the correction to reporting methodology, meaning one KPI is reported as "substantially met" and one as "not met" for the quarter. • Both measures were consistent with previous quarter results however, the year-end targets are unlikely to be achieved.	• Opex 13% overspent due to higher depreciation and storm clean-up costs. • Capex 9% underspent mainly due to the LED street light transition project being behind schedule.

*substantially met = within 10% of the target

Section 3: Consolidated financial performance 1 July to 31 March 2018

The Council's consolidated financial performance for the period 1 July to 31 March 2018 is presented in this section. Note that numbers in brackets indicate an unfavourable variance from budget.

	YTD Actual 2018 $000	YTD Revised Budget 2018 $000	YTD Variance 2018 $000	Full Year Forecast 2018 $000	Revised Budget * 2018 $000	Annual Plan 2018 $000
Rates Income	223,054	222,606	448	296,807	296,807	296,807
Income from Activities	90,665	87,057	3,608	132,010	131,513	131,513
Investment Income	7,602	8,420	(818)	22,558	22,454	22,454
Interest Income	4	10	(6)	13	13	13
Other income	42,234	37,830	4,404	58,647	61,180	62,074
Development Contributions	2,065	1,500	565	2,000	2,000	2,000
Total Income	**365,623**	**357,422**	**8,200**	**512,035**	**513,967**	**514,861**
Personnel Expenditure	80,968	80,685	(282)	109,361	107,582	107,550
General Expenses	174,201	172,833	(1,368)	242,154	242,377	240,940
Financing Expenditure	16,523	19,068	2,545	22,242	25,420	25,420
Depreciation & Amortisation	79,040	79,932	892	107,797	106,567	106,567
Total Expenditure	**350,732**	**352,519**	**1,787**	**481,555**	**481,946**	**480,477**
Net Operating Surplus	**14,891**	**4,904**	**9,988**	**30,480**	**32,021**	**34,384**

*Full year budget refers to the revised budget which includes adjustments made after publication of Annual Plan 2017/18.

The year-to-date net operating surplus of $14.891m is $9.988m better than the budgeted surplus of $4.904m. This favourable variance is due to a combination of factors as outlined below.

Income

Year-to-date total income is above budget by $8.2m, the main factors for this are:

- Income from activities is $3.6m higher than budget mainly due to additional revenue for contaminated/special waste from city and regional projects $2.5m (this favourable variance is in an operating area that is ring-fenced); higher revenue from transport and infrastructure activities $0.6m; and higher consenting and compliance revenue, $0.5m. The higher than budgeted income is partially offset by lower social housing rental income where some sites have been vacated in preparation for development work ($1.1m).
- Other income is $4.4m higher than budget mainly due to higher government grant income from housing upgrade programme ($2.8m due to timing) and higher revenue from NZTA for capital projects $2.1m due to timing of projects.

Expenditure

Year-to-date total expenditure is under budget by $1.787m, the main factors for this are:

- General expenses are $1.4m over budget, largely due to higher IT costs as a result of increased service levels and increased volumes of support requests. This overspend is offset by a lower contribution to the Let's Get Wellington Moving project which is behind schedule.
- Financing expenditure is under budget by $2.5m due to a more favourable borrowings position than budgeted.

Full year forecast

Despite the Year to Date favourable net operating surplus of $10.0m, the full year forecast is for a small unfavourable variance to budget of $1.5m. This is primarily due to the following impacts yet to be incurred:

- The deferral of budgeted gain on disposal of the Municipal Office Building; and
- The reversal of favourable income timing differences incurred up to the end of March.

Net operating expenditure

	YTD $000			Full Year $000	
Strategy Area	Actual	Budget	Variance	Forecast	Revised Budget*
Governance	12,328	13,843	1,515	18,353	18,423
Environment	107,300	111,179	3,879	145,537	146,711
Economic Development	19,464	19,517	54	22,919	27,835
Cultural Wellbeing	17,393	17,742	349	20,837	20,037
Social and Recreation	40,336	44,131	3,795	59,743	61,463
Urban Development	10,931	12,498	1,567	16,443	16,337
Transport	26,446	23,386	(3,060)	35,511	31,227
Total Strategy Area	**234,197**	**242,297**	**8,099**	**319,343**	**322,033**
Council	(249,088)	(247,200)	1,888	(349,823)	(354,055)
Total	**(14,891)**	**(4,904)**	**9,988**	**(30,480)**	**(32,021)**

*Full year budget refers to the revised budget which includes adjustments made after publication of Annual Plan 2017/18.

Variances in the table above are explained in Section 4.

Capital expenditure

	YTD $000			Full Year $000	
Strategy Area	Actual	Budget	Variance	Forecast	Revised Budget*
Governance	0	23	23	9	30
Environment	26,854	36,247	9,393	42,814	47,637
Economic Development	701	1223	522	893	1,612
Cultural Wellbeing	342	1,022	679	588	1,394
Social and Recreation	26,745	29,608	2,863	40,929	41,503
Urban Development	15,018	18,599	3,581	21,750	22,074
Transport	38,967	42,686	3,719	57,059	56,225
Total Strategy Area	**108,626**	**129,406**	**20,780**	**164,042**	**170,475**
Council	7,643	11,735	4,092	12,384	14,973
Total	**116,270**	**141,141**	**24,871**	**176,426**	**185,448**

*Full year budget refers to the revised budget which includes adjustments made after publication of Annual Plan 2017/18.

The latest forecast full year capital expenditure position includes the following reprogramming of capital expenditure:

- Relocation of the Royal New Zealand Ballet from the St James, $3.4m to be deferred to 2018/19.
- Cycleways projects forecast underspend, $2.0m to be deferred to 2018/19.
- Forecast underspends for water, wastewater and stormwater projects from Wellington Water Limited, $3.5m to be deferred to 2018/19 (the total forecast underspend is likely to be $3.9m).

Summary of forecast adjustments to capital expenditure

The table below provides a summary of the forecast adjustments to capital expenditure as detailed in Appendix 2.

Strategy Area	Proposed carry forwards $000's	Forecast savings $000's	Forecast overspends $000's
Governance	21		
Environment	4,635	653	(286)
Economic Development	719		
Cultural Wellbeing	806		
Social and Recreation	2,915		(2,441)
Urban Development	1,854		(1,300)
Transport	3,212		(796)
Total Strategy Area	**14,162**	**653**	**(4,823)**
Council	3,790		(850)
Total	**17,952**	**653**	**(5,673)**

These forecast adjustments are in addition to those adjustments noted and approved in the Q2 report.

Statement of borrowings

Total committed borrowing facilities as at the end of March are $566.5m providing headroom of $92.0m. Our liquidity ratio is at 119% compared to the policy minimum of 115%.

	YTD 31 Mar 2018 $000	30 June 2017 $000
Facilities at start of year	**526,500**	**506,500**
New/matured facilities (net)	40,000	20,000
Facilities at end of period	**566,500**	**526,500**
Borrowings at start of year	**419,500**	**400,500**
Change in core borrowing + (-)	66,057	34,406
Repayment of loans + (-)	-	-
Change in working capital requirement + (-)	(11,057)	(15,406)
Net borrowings at end of period	**474,500**	**419,500**
Plus unutilised facilities	92,000	107,000
Total borrowing facilities available	**566,500**	**526,500**

Note: 'borrowing facilities' excludes $5million of uncommitted funding lines. Facilities do not include short term commercial paper or deposits.

Treasury policy compliance

At 31 March 2018 all of the core policy compliance requirements were achieved as shown as below.

Prudential Treasury Limits

Prudential limits	Policy limit (%)	Actual (%)	Compliance
Borrowing as a % of income	<175	95.1	Yes
Net interest as a % of annual rates income	<20	7.6	Yes

Notes: Net interest is actual. Annual rates and income are based on 2017/18 Annual Plan.

Interest rate risk control limits (interest rate exposure)	Policy limit (%)	Actual (%)	Compliance
Fixed interest proportion	50-95	66	Yes
Broken down: 1-3 year bucket	15-60	22	Yes
Broken down: 3-5 year bucket	15-60	19	Yes
Broken down: 5+ year bucket	15-60	59	Yes

Liquidity/funding risk (access to funds)	Policy limit (%)	Actual (%)	Compliance
Liquidity/funding risk (access to funds)	>115	119	Yes
Broken down: 0-3 year bucket	20-60	35	Yes
Broken down: 3-5 year bucket	20-60	28	Yes
Broken down: 5+ year bucket	15-60	37	Yes

Notes: Liquidity is defined as: Current borrowings + committed loan facilities divided by current net external debt (for the purpose of measuring liquidity short dated Commercial Paper is excluded)

Section 4: Quarter three performance in our strategy areas

1. Governance

Pārongo ā-tāone

We want to maintain confidence in our decision-making.
We have an obligation to ensure the views of Māori and mana whenua are heard.

Overview

Non-financial performance

Headlines: All four measures have been met or substantially met. The full list of KPIs for Governance can be found in Appendix 1(a).

Financial performance

Total net operating expenditure



Capital expenditure



Net operating expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
1.1 Governance, information, engagement	12,081	13,593	1,512	Under budget mainly due to lower personnel and overhead costs.	18,053	18,123
1.2 Māori engagement (mana whenua)	247	250	4	On budget	300	300
Total	12,328	13,843	1,515		18,353	18,423

Capital expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
1.1 Governance, information and engagement	0	23	23	The capital expenditure in this area was planned for upgrades to Council committee rooms. This has now been put on hold due to the decision to relocate the Committee rooms to the Library.	9	30
Total	0	23	23		9	30

Snapshot of what we did

Governance, information, engagement

- Prepared material for consultation on Our 10-year plan 2018-28, consultation occurs in quarter 4.

Māori and mana whenua partnerships

- In January, we finalised Te Tauihu – the draft te reo Māori policy proposal document and commenced consultation on this policy. In June (next quarter), the City Strategy Committee will decide on the draft policy.

2. Environment

Taiao

We aim to protect and enhance Wellington's natural environment.

Overview

Non-financial performance

Headlines: Thirteen of the twenty eight Environment KPIs measured against target, were exceeded, nine met and four substantially met this quarter (within 10% of target). This represents a 93% 'achieve' rate. Two KPIs had unfavourable variances of more than 10%. The table below outlines only KPIs with a significant variance (greater than 10% favourable or unfavourable). For the full list of KPIs see Appendix 1(a).

KPI	Actual	Target	Variance	Explanation
2.2 Waste diverted from the landfill (tonnes)	13,842	12,375	1,467 12%	Increased green waste and food waste recovery, both of which were diverted to our compost operations, as well as increased volumes of scrap metal diverted from landfill.
2.3 Number of complaints about: (a) drinking water clarity; (b) drinking water taste; (c) drinking water odour; (d) drinking water continuity of supply; and (e) responsiveness to drinking water complaints, per 1000 connections	10	<105	-95 90%	This indicator is mandated by the DIA, with data collection commencing in the 2015/16 financial year. According to YTD actual, we are doing better than the target due to the following; • Water supply system is performing well and has good treatment processes and on-going quality control practice in place. • Our maintenance contractors are following proper maintenance procedures and guidelines. • Target was set in 2015 with limited available data and has been reviewed for the 2018 LTP.
2.3 Median response time for water network: attendance for urgent call outs	46	60 minutes	-14 23%	This indicator is mandated by the DIA, with data collection commencing in the 2015/16 financial year. According to YTD actual, our maintenance contractor is meeting the target response time.
2.3 Median response time for water network: attendance for non-urgent call outs	51.2	36 hours	15.2 (42%)	There has been a significant increase in the number of water network leaks over normal levels. This is evident across the region and has meant that the initial response to lower priority (non-urgent) jobs has been slower, as more urgent jobs (e.g.; large leaks/bursts) have taken precedence. Leaks reported were up across the region for December and January, but have tracked back down to usual peak summer levels for February and March. Our water network maintenance expenditure is over budget, however, we have been able to manage the overall Opex expenditure within budget.
2.3 Median response time for water network: resolution of non-urgent call outs	3.35	15 days	-11.7 78%	This indicator is mandated by the DIA, with data collection commencing in the 2015/16 financial year. According to YTD actual, our maintenance contractor is meeting the target response time. The target has been reviewed for the 2018 LTP.
2.3 Water network -number of unplanned supply cuts per 1000 connections	0.46	3	-2.54 85%	The result for this KPI depends on the amount of reactive work on the water network, the level of which is subject to many variables such as pipe materials & age, ground movement, traffic loading, soil condition etc.

KPI	Actual	Target	Variance	Explanation
				This measure has been reviewed for the 2018 LTP with a focus on customer hours proposed.
2.4 Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	0.33	0.9	-0.57 63%	Results for this KPI depend on pipe blockages in the wastewater network which cannot be easily predicted. The target has been reviewed for the 2018 LTP.
2.4 Dry weather wastewater overflows/1000 connections to the sewerage system	0.13	Nil	-0.13	There have been 9 dry weather network overflows to date; 5 due to blockages, 3 due to faults in the rising main and 1 due to a broken air valve releasing sewerage from the rising main. All of these have been investigated and fixed. We are planning operational and capital works programmes to address these performance issues and outcomes as appropriate.
2.4 Number of complaints about: (a) wastewater odour (b) wastewater system faults (c) wastewater system blockages (d) responsiveness to wastewater system issues per 1000 connections	11.9	<22.5	-10.6 47%	This indicator is mandated by the DIA, with data collection commencing in the 2015/16 financial year. According to YTD actual, we are doing better than the target due to the following; • Wastewater system is performing well. • Wellington Water and maintenance contractors are following proper maintenance procedures & guidelines and meeting the customers' expectations.
2.4 Median response time for wastewater overflows: (a) attendance time	0.72	<=1 hour	-0.28 28%	This indicator is mandated by the DIA, with data collection commencing in the 2015/16 financial year. According to YTD actual, our maintenance contractor is meeting the target response time.
2.4 Median response time for wastewater overflows: (b) resolution time	2.9	<=6 hours	-3.1 52%	This indicator is mandated by the DIA, with data collection commencing in the 2015/16 financial year. According to YTD actual, our maintenance contractor is meeting the target response time.
2.5 Number of stormwater pipeline blockages per km of pipeline.	.025	<=0.5	-0.475 95%	YTD figure is less than the target mainly due to the low number of stormwater reticulation incidents per km of reticulation pipeline (blockages) in the network. Result for this KPI is mainly dependent on pipe blockages which cannot be easily predicted. This result indicates that the stormwater network is performing better than the target.
2.5 Number of complaints about stormwater system performance per 1000 connections	5.77	<22.5	-16.73 74%	This indicator is mandated by the DIA, with data collection commencing in the 2015/16 financial year. According to YTD actual, we are doing better than the target due to the following: • Stormwater system is performing well. • Wellington Water and maintenance contractors are following proper maintenance procedures & guidelines and meeting customers' expectations. • Target was set in 2015 with limited available data and has been reviewed for the 2018 LTP.
2.5 Stormwater - median response time to attend a flooding event.	46	<=60 minutes	-14 23%	This indicator is mandated by the DIA, with data collection commencing in the 2015/16 financial year. According to YTD actual, our maintenance contractor is meeting the target

KPI	Actual	Target	Variance	Explanation
				response time.
2.6 Zealandia - visitors	103,900	77,010	26,890 35%	Continued strong performance with visitor numbers now exceeding the annual target of 96,500.

Financial performance

Total net operating expenditure



Capital expenditure



Net operating expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
2.1 Gardens, beaches and open space	25,038	26,676	1,638	Under budget due to unbudgeted vested asset income and savings in street cleaning and depreciation costs.	35,123	36,167
2.2 Waste reduction and energy efficiency	201	1,285	1,084	Higher than planned income YTD through high levels of contaminated waste and landfill fees which are partially offset by contract (carbon credit offsets) and other operating costs.	781	982
2.3 Water	31,035	31,283	247	Under budget due to lower unplanned maintenance costs which are offset by higher depreciation costs. Maintenance costs are expected to rise and be in line with plan by year end.	42,824	41,713
2.4 Wastewater	31,468	32,144	676	Under budget due to lower wastewater treatment plant management and depreciation costs.	41,131	42,893
2.5 Stormwater	13,391	13,487	96	Under budget due to lower unplanned maintenance costs which are offset by higher depreciation costs. Maintenance costs are expected to rise and be in line with plan by year end.	18,875	17,986
2.6 Conservation attractions	6,166	6,304	138	Under budget and forecast underspend due to lower depreciation charges.	6,802	6,970
Total	**107,300**	**111,179**	**3,879**		**145,537**	**146,711**

Capital expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
2.1 Gardens, beaches and open spaces	2,648	3,456	808	Under budget mainly due to the timing of coastal upgrade work.	4,288	4,782
2.2 Waste reduction and energy efficiency	1,619	2,036	417	Under budget due to delays in consent and planning costs for the southern landfill extension as well as some under spending in minor works.	2,206	2,718
2.3 Water	9,382	12,181	2,799	Under budget and forecast underspend due to delays in the work programme. Key projects affected include Wadestown	14,341	16,349

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
				(renewal) and Holloway Road (upgrade).		
2.4 Wastewater	8,178	10,929	2,751	Under budget and forecast underspend due to work programme delays including the Dixon Street sewer upgrade.	12,455	13,086
2.5 Stormwater	4,722	7,014	2,293	Under budget and forecast underspend due to work programme delays. Contractors are accessing more resource to prioritise Kent Terrace sumps and Kilbirnie pipe laying which will accelerate expenditure over the remaining months.	8,984	9,860
2.6 Conservation attractions	307	631	325	Under budget and forecast underspend due to deferring the Zoo renewals programme.	541	841
Total	**26,854**	**36,247**	**9,393**		**42,814**	**47,637**

Snapshot of what we did

Gardens, beaches and open spaces

- Myrtle Rust has been confirmed present in Wellington, at a private residence in Highbury. Communications are focussing on raising public awareness.
- Otari Wilton's Bush had its international Green Flag Award status reconfirmed. The Green Flag Award is the international mark of a quality park or green space.
- The Hidden Gardens competition by our seven Parks, Sport & Recreation Horticultural Apprentices proved very popular again with the public. There were 5800 views on our website and 172 votes for the favourite hidden garden.
- A Possum Control Programme was initiated in Te Kopahou Reserve for the first time; there have also been recent reports of pigs in Te Kopahou Reserve, and deer on the Skyline Walkway.

Energy efficiency / climate change

- The Council passed the Terms of Reference for a regional climate change working group.
- Wellington City Council again hosted the Leading the Charge road trip for a "future street" event on lower Cuba St, with electric vehicles on display, available for test driving, and even a battery-electric bus circulating for rides.

Waste minimisation

- The Landfill Operations team's application for a unique emissions factor (UEF) for landfill emissions was approved by the Ministry for the Environment. The UEF for 2017 is 0.52 – a reduction of 56 percent from the default emissions factor, and a decrease in liabilities of 27 percent from 2016. This is a really positive result to get, and comes with a reasonable amount of financial significance in terms of the reduction of our overall carbon liabilities.

Water, wastewater and stormwater

- Potable water - Water supply pipe renewal projects in Allington Road and Standen Street have been completed.
- Tenders have been awarded for renewals of the watermains at Wadestown Road, Holloway Road, Harbourview Road, and upgrade of the pumping station at Satara Crescent.
- The Tuhura barge and drilling rig undertook a second and last exploratory bore for undersea fresh water northeast of the first. This second bore has been completed and the findings of the Stage 1 exploration are being analysed.
- Wellington Water is undertaking a master planning exercise for the Kilbirnie West catchment to look at flooding issues. Options have been assessed and a recommendation was presented to Council in mid-April 2017. The total cost of Stage 1 and 2 (upgrade of pipeline and construction of pump station) is approximately $8 million. A pipeline upgrade is planned to be completed by September 2018. Stage 2 of the project involves construction of a pumping station and preliminary design and investigation work has begun.

3. Economic development

Whanaketanga ōhanga

By supporting city promotions, events and attractions, we underscore Wellington's reputation as a great place to live and visit.

Overview

Non-financial performance

Headlines: The single Economic Development quarterly KPI "estimated attendance at WCC supported events" was exceeded this quarter, seeing the year to date total more than doubling for the quarter.

KPI	Actual	Target	Variance	Explanation
3.1 Estimated attendance at City Council supported events	555,583	465,000	90,583 19%	High attendance results can be attributed to the popularity of NZ Festival's Waka Odyssey event and their free arts programme

Financial performance

Total net operating expenditure



Capital expenditure



Net operating expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
3.1 City promotions and business support	19,464	19,517	54	Forecast underspend due to $5m grant actually being paid in 2016/17.	22,919	27,835
Total	**19,464**	**19,517**	**54**		22,919	27,835

Capital expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
3.1 City promo and business support	701	1,223	522	Under budget due to delays in the Wellington Venues renewals programme, particularly the Opera House and Michael Fowler Centre. Forecast underspend for Opera House to be deferred to 2018/19.	893	1,612
Total	701	1,223	522		**893**	**1,612**

Snapshot of what we did

WREDA

- Business Events Wellington (BEW) recorded its biggest quarter to date. The 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 was the Inspiring Stories 2018, Court Financial 2019 and Romeo Bragato 2018 conference.
- Value of business events secured during the first three quarters of this year is $22,764,895.

4. Cultural wellbeing

Oranga ahura

Supporting arts activity adds vibrancy to the city as well promoting inclusive, tolerant and strong communities.

Overview

Non-financial performance

Headlines: One of the two Cultural Wellbeing quarterly KPIs (total number of attendees at supported events), were met this quarter, the other KPI is detailed below.

KPI	Actual	Target	Variance	Explanation
4.1 Venues subsidy - Total number of performers at supported events	14,003	16,100	-2,097 (13%)	Achieving target relies on the number and size of the events supported. Combined total of performers and attendees is currently sitting at 80% an year- end target.

Financial performance

Total net operating expenditure



Capital expenditure



Net operating expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
4.1 Galleries and museums	17,393	17,742	349	Forecast a minor overspend due to higher depreciation charge and a shortfall in external revenue to fund arts events.	20,837	20,037
Total	17,393	17,742	349		20,837	20,037

Capital expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
4.1 Galleries and museums	342	1,022	679	Under budget due to continuing delays in the Movie Museum / Convention Centre project.	588	1,394
Total	342	1,022	679		588	1,394

Snapshot of what we did

Community, partnerships and public art fund

- Partnership with Creative Capital Arts Trust to deliver art on walls has been initiated
- Kake Tonue Way mural by Joe McMenamin, in consultation with students at Te Aro School, has been completed
- We supported 21 artists to present projects as part of the Performance Arcade during February and March

Toi Pōneke

- Toi Pōneke Gallery delivered three exhibitions – Attunement by Flo Wilson and Olivia Webb, Something in mind by Yvette Velvin, and Handshake 4 - Process featuring

12 of New Zealand's most exciting jewellery artists.

- We have provided space sponsorships, including a partnership with Arts Access Aotearoa (Toi Pōneke resident) to host an Arts in Corrections Hui titled "Confinement and Creativity"

City Events Highlights

- Gardens Magic, Kids magic, Pasifika Festival
- Te Ra O Waitangi – approximately 15,000 people attended Te Ra O Waitangi events.
- We supported 13 community events through Community Event Sponsorship grants delivered in this quarter, including the Newtown, Island Bay, Bowlzilla and Dragonboat Festivals.
- Further event support for events such HomeGrown, Holi Festival, Pride Parade, and International Arts Festival.

5. Social and recreation

Pāpori me te hākinakina

We provide a wide range of services throughout the city to encourage quality of life and healthy lifestyles.

Overview

Non-financial performance

Headlines: Two KPIs for Social and Recreation were exceeded, seven were met and nine were substantially met this quarter (less than 10% unfavourable variance). This represents 86% 'achieve' rate. The three KPIs not met all relate to sportfields as per detail below. For the full list of key performance indicators see Appendix 1(a).

KPI	Actual	Target	Variance	Explanation
5.1 Sports fields - % of scheduled sports games and training that are played in winter	71%	80%	(11%)	A wet winter caused us to fall below our target; July was especially wet with ground use only at 30%. Note winter usage results are reported in Q2.
5.1 Artificial sports fields % utilisation - off peak winter	16%	25%	(36%)	There was a 3% drop in usage compared to winter 2016. There was a small decrease in use across all turfs except for Alex Moore and Wakefield 1 which saw slight increases.
5.1 Artificial sports fields % utilisation - off peak summer	9%	20%	(55%)	Increase by 1% on last year however still below target. With our grassfields in a good condition throughout summer, this limits the interest in using artificials. We continue to work with clubs and sporting organisations to increase utilisation.
5.2 Libraries - website visits	2.741m	1.875m	866k 46%	Almost one million website visits during the quarter. Result includes customers' website usage via the dedicated app WCLmini.
5.3 Percentage of alcohol inspections carried out for medium to very high risk premises during high trading hours.	39%	25%	56%	On track to meet target for the year.

Financial performance

Total net operating expenditure



Capital expenditure



Net operating expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
5.1 Recreation promotion and support	22,077	22,620	542	Under budget mainly due to lower interest costs and savings in maintenance costs in some areas.	29,189	29,408
5.2 Community support	9,230	12,697	3,467	Under budget mainly due to timing of the recognition of the Crown funding for the Housing Upgrade Programme.	18,639	20,315

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
				Depreciation costs are also under budget. This is being partly offset by lower Housing rental income where some sites have been vacated in preparation for development work.		
5.3 Public health and safety	9,029	8,814	(214)	Over budget mainly due to unbudgeted costs associated with the recovery of the Kaikoura Earthquake.	11,914	11,740
Total	40,336	44,131	3,795		59,743	61,463

Capital expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
5.1 Recreation promotion and support	5,441	5,738	297	Under budget mainly due to the timing of swimming pool renewal works. Forecast overspend for work on the RA Vance Stand at the Basin Reserve which is now expected to progress faster than previously anticipated.	7,033	7,181
5.2 Community support	20,729	22,935	2,205	Under budget mainly due to delays in the Housing Upgrade Programme work at the Arlington complex. Forecast overspend mainly relates to Arlington Site 2 running over budget by $1.5m in 2017/18 (and a further $3.2m in 2018/19).	32,893	32,480
5.3 Public health and safety	574	935	361	Under budget due to delays in the public convenience renewal work programme and savings in the cemetery renewal programme.	1,003	1,843
Total	26,745	29,608	2,863		40,929	41,503

Snapshot of what we did

Recreation

- We had record attendance at our outdoor summer pools, in January over 21,500 people used our pools, the highest attendance numbers in over 10 years.
- Parks Week was successfully delivered with partner organisations. 31 events were delivered with over 1500 participants. Our promotion videos were viewed 40k times.

Libraries

- We partnered with Wellington Airport to provide an eKiosk featuring the Library's eBook collection for travellers. There were over 1000 views last month.
- We worked together with Victoria University to deliver a new self-service boutique library in Kelburn. The book "jukebox" is the first in New Zealand, with 300 books available to borrow.

Community networks

- Community Centres community events for Churton Park Multicultural Neighbours Day and the Newlands Neighbours Day event were a highlight.

6. Urban development

Tāone tupu ora

Our focus is on embracing Wellington as a compact, vibrant, attractive and safe city that is built on a human scale and is easy to navigate.

Overview

Non-financial performance

Headlines: All nine quarterly KPIs for Urban Development were either met or substantially met this quarter (less than 10% unfavourable variance). For the full list of KPIs for Urban Development, see Appendix 1(a).

Financial performance

Total net operating expenditure



Capital expenditure



Net operating expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
6.1 Urban planning and policy	5,278	5,713	435	Under budget due to funds allocated to the Un-reinforced Masonry (URM) project in 2016/17. Forecast overspend due to additional staff following the directorate restructure.	7,893	7,632
6.2 Building and development control	5,653	6,785	1,131	Under budget due in part to timing around URM work. This will pick up in the remainder of the year as will professional costs in compliance areas due to lower than planned staffing resources.	8,551	8,705
Total	10,931	12,498	1,567		16,443	16,337

Capital expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
6.1 Urban planning and policy	9,692	11,998	2,306	The budget is temporarily under spent due to delays in Lombard Lane as well as the Tawa Centre upgrade and Waterfront renewals.	13,910	14,264
6.2 Building and development control	5,326	6,601	1,275	Under budget due to the timing of the earthquake strengthening programme. In particular, this includes projects at the Opera House and Town Hall.	7,840	7,810

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
				Forecast includes $0.3m overspend on Town Hall due to the additional cost of unreinforced masonry and parapet facades work (a further $0.7m to be spent in 2018/19).		
Total	15,018	18,599	3,581		21,750	22,074

Snapshot of what we did

- More than 560 Council Earthquake Prone building notices have been uploaded into the MBIE EQP register as part of transition to the new national Earthquake Prone Building programme.
- Council officers worked closely with 75 building owners involved in mandatory strengthening of unreinforced masonry buildings, meaning owners have a good chance of meeting government-set deadlines.
- Ongoing capacity and demand modelling for residential and business uses in response to the NPS: Urban Development Capacity. Completion milestone December 2018.
- Delivery of the Reimagine Tory Street project.
- Ongoing delivery of Lombard Lane.
- Tender process for Tawa Town Centre upgrade.

7. Transport

Waka

We manage the transport network so it's sustainable, safe and efficient.

Overview

Non-financial performance

Headlines: Transport has two KPIs that are measured monthly and reported each quarter. One was substantively met for the quarter and the other slipped to 12% below target – this was due to a correction to previously reported data that has reduced the year-to-date results. For the full list of KPIs for Transport, see Appendix 1(a).

KPI	Actual	Target	Variance	Explanation
7.1 Requests for service response rate – urgent (within 2 hours)	88%	100%	(12%)	There was correction to the measure calculation which has resulted in a drop to the YTD result.

Financial performance

Total net operating expenditure



Capital expenditure



Net operating expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
7.1 Transport	36,191	34,589	(1,602)	Over budget due to higher than planned depreciation and storm clean-up costs.	48,278	46,102
7.2 Parking	(9,745)	(11,203)	(1,458)	Under budget due to lower than budgeted income and higher depreciation costs.	(12,767)	(14,875)
Total	26,446	23,386	(3,060)		35,511	31,227

Capital expenditure – detail

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
7.1 Transport	38,907	42,478	3,571	Under budget across a number of renewal and upgrade projects (LED street light transition, signs, signals and road surface renewals). The forecast position will vary on the assumption of budget adjustments from out years to cover the LED street light work (previously moved out of 2017/18). NB. $1m new wall costs funded by storm damage insurance recoveries received in the 2016/17 financial year.	56,788	55,904

Activity	YTD $000			Quarter two comment	Full Year $000	
	Actual	Budget	Variance		Forecast	Revised Budget
7.2 Parking	59	208	148	Under budget due to delays in the renewal of parking meter assets.	271	321
Total	38,967	42,686	3,719		57,059	56,225

Snapshot of what we did

Network operations

- We commissioned a Central Management System for street lighting. The accelerated roll-out of new LED lights commenced, which are expected to deliver cost efficiencies and safety benefits.
- We completed 6 kilometres of footpath renewals and 34.1 kilometres of area-wide pavement rehabilitation.
- Four new retaining walls were constructed, and seismic strengthening of the Northland Tunnel completed.
- We repaired or replaced nearly 5500 signs and poles and over 200 pieces of street furniture, including seats, litter bins, cycle racks and bollards.

Electric vehicles

- The Council made significant progress on the residential EV (electric vehicle) charging project to install 50 chargers around the city in residential areas that have little access to off-street parking. At the same time, the Council faces challenges such as balancing the need to provide EV charging infrastructure with the need to preserve pedestrian spaces.

Let's Get Wellington Moving

- A summary of public engagement was released in March. Work is continuing on the development of the recommended programme of investment and associated programme business case that is due to be completed mid-way through the calendar year.

APPENDIX 1 – DETAILED PERFORMANCE INFORMATION

Quarter three report: 1 January to 31 March 2018



Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

1 (a) Key performance indicators – detailed performance information

Unfavourable variances are shown in brackets

Governance

	Description		Year to date					
		YE 16/17	Q1	Q2	Q3	Forecast YE	YE 17/18 Target	Var Q3
1.1	Council and committee agendas (%) are made available to the public within statutory timeframes (2 working days prior to the meeting)	95%	100%	100%	100%	✓	100%	0%
1.1	Council and committee agendas (%) that are made available to elected members 5 days prior to the meeting	79%	87%	87%	84%	✓	80%	4%
1.1	Contact Centre response times – calls (%) answered within 30 seconds	73%	74%	81%	79%	✓	80%	(1%)
1.1	Contact Centre response times – emails (%) responded to within 24 hours	98%	99%	99%	100%	✓	100%	0%

Environment

	Description		Year to date						
		YE 16/17	Q1	Q2	Q3	Forecast YE	YE 17/18 Target	Var Q3	
2.1	Number of visitors to the Botanic Garden (including Otari-Wilton's Bush)	1,042,044	221,094	649,593	1,132,520	✓	1,280,000	4%	
2.1	Street cleaning (%) compliance with quality performance standards	97%	98%	97%	97%	✓	98%	(1%)	
2.2	Waste diverted from the landfill (tonnes)	18,078	4,094	8,929	13,842	✓	>16,500	12%	*
2.2	WCC corporate energy use (including WCC general, pools and recreation centres and CCOs) GWh	51.102	14.193	25.001	34.19	✓	<51.10	8%	
2.2	WCC corporate greenhouse gas emissions	92,681	-	-	-	90,076	88,462	(2%)	
2.3	Number of complaints about: (a) drinking water clarity (b) drinking water taste (c) drinking water odour (d) drinking water continuity of supply (e) responsiveness to drinking water complaints per 1000 connections	13.84	2.79	6.72	10.18	✓	<140	90%	*
2.3	Water network median response time for: Attendance for urgent call outs	51	45	45	46	✓	60 mins	23%	*
2.3	Water network median response time for: Resolution for urgent call outs	3.23	3.27	3.58	3.6	✓	4 hours	10%	
2.3	Water network median response time for: Attendance for non-urgent call outs	44.8	44.57	45.11	51.23	✗	36 hours	(42%)	*
2.3	Water network median response time for: Resolution of non-urgent call outs	2.93	2.15	2.73	3.35	✓	15 days	78%	*
2.3	Average drinking water consumption litres per resident per day	364	N/A	361	364.2	✓	<375	3%	

2.3	Number of unplanned supply cuts per 1000 connections	0.71	0.26	0.35	0.46	✓	<4	85%	*
2.4	Number of wastewater reticulation incidents (blockages) per km of reticulation pipeline	0.64	0.11	0.19	0.33	✓	<= 1.2	63%	*
2.4	Dry weather wastewater overflows/1000 connections	0.46	0.08	0.11	0.13	✓	<last year	-	*
2.4	Number of complaints about:	25.98	4.10	8.03	11.91	✓	<30	47%	*
	(a) wastewater odour (b) wastewater system faults (c) wastewater system blockages (d) responsiveness to wastewater system issues per 1000 connections								
2.4	Median response time for wastewater overflows:(a) attendance time	0.77	0.70	0.70	0.72	✓	(a) <= 1 hour	28%	*
2.4	Median response time for wastewater overflows:b) resolution time	2.68	2.75	2.82	2.90	✓	(b) <= 6 hours	52%	*
2.4	Breaches of resource consents for discharges from wastewater system. Number of: - abatement notices - infringement notices - enforcement orders - convictions for discharges from wastewater system.	0	0	0	0	✓	0	0	
2.5	Number of pipeline blockages per km of pipeline	0.04	0.007	0.009	0.025	✓	<= 0.5	95%	*
2.5	Number of complaints about stormwater system performance per 1000 connections	18.18	2.15	3.78	5.77	✓	18.18	74%	*
2.5	Breaches of resource consents for discharges from stormwater system. Number of: - abatement notices - infringement notices - enforcement orders - convictions for discharges from stormwater system.	0	0	0	0	✓	0	0	
2.5	Number of flooding events	6	2	2	2	✓	< last year	-	
2.5	Number of habitable floors per 1000 connected homes per flooding event	0.11	0.013	0.013	0.013	✓	< last year	-	
2.5	Median response time to attend a flooding event	57	42	48	46	✓	<= 60 minutes	23%	*
2.5	Percentage of days during the bathing season (1 November to 31 March) that the monitored beaches are suitable for recreational use.	100%	-	-	100%	✓	90%	11%	
2.5	Percentage of monitored sites that have a rolling 12-month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml	96%	96%	96%	93%	✓	90%	3%	
2.6	Zoo – total admissions	230,632	42,538	111,506	180,367	✓	242,520	1%	
2.6	Zealandia – visitors	125,179	23,361	59,776	103,900	✓	96,500	35%	*

Economic Development

	Description		Year to date						
		YE 16/17	Q1	Q2	Q3	Forecast YE	YE 17/18 Target	Var Q3	
3.1	Estimated attendance at WCC supported events	658k	116,344	226,407	555,583	✓	600k	19%	*

Cultural Wellbeing

	Description		Year to date						
		YE 16/17	Q1	Q2	Q3	Forecast YE	YE 17/18 Target	Var Q3	
4.1	Venues Subsidy - Total number of performers at supported events	19,149	10,100	11,633	14,003	!	> last year	(13%)	*
4.1	Venues Subsidy - Total number of attendees at supported events	144,053	35,121	65,976	118,938	✓	> last year	10%	

Social and Recreation

	Description		Year to date						
		YE 16/17	Q1	Q2	Q3	Forecast YE	YE 17/18 Target	Var Q3	
5.1	Visits to facilities – swimming pools	1.318m	281,269	597,363	933,406	!	1.277m	(3%)	
5.1	Visits to facilities – recreation centres and ASB Sports Centre	1.223m	328,275	602,289	860,172	✓	1.07m	10%	
5.1	Sports fields - % of scheduled sports games and training that are played Winter	84%	0%	71%	71%	✗	80%	(11%)	*
5.1	Sports fields - % of scheduled sports games and training that are played Summer	92%	-	-	97%	✓	90%	8%	
5.1	Marinas occupancy	98%	0%	98%	98%	✓	96%	2%	
5.1	Artificial sportsfields % utilisation - Peak winter	79%	0%	79%	79%	✓	80%	(1%)	
5.1	Artificial sports fields % utilisation - Peak summer	34%	-	-	39%	!	40%	(3%)	
5.1	Artificial sports fields % utilisation - Off peak winter	19%	N/A	16%	16%	✗	25%	(36%)	*
5.1	Artificial sports fields % utilisation - Off peak summer	8%	-	-	9%	✗	20%	(55%)	*
5.2	Occupancy rate of available housing facilities	97%	94%	93%	94%	✓	90%	4%	
5.2	All tenants (existing and new) housed with policy	97%	98%	97%	97%	✓	98%	(1%)	
5.2	Libraries – physical visits	2.16m	641,455	1,220,386	1,816,349	✓	2.4m	1%	
5.2	Libraries – website visits	2.811m	743,885	1,417,856	2,740,878	✓	2.5m	46%	*
5.2	Library items issued	3.94m	877,329	1,773,333	2,099,715	!	3m	(7%)	
5.2	Occupancy rates (%) of Wellington City Council Community Centres and Halls	45%	45.4%	43.3%	42.5%	!	45%	(6%)	
5.3	Dog control – urgent requests responded to within 1 hour and non-urgent within 24 hours	91%	96%	96%	94%	!	100%	(6%)	

5.3	Dog control – urgent requests responded to within 1 hour and non-urgent within 24 hours	97%	97%	97%	97%	✓	99%	(2%)
5.3	WCC public toilets – urgent requests responded to within 4 hours	100%	98%	98%	98%	✓	100%	(2%)
5.3	WCC public toilets – non-urgent requests responded to within 3 days	98%	98%	98%	98%	✓	95%	3%
5.3	WCC public toilets (%) that meet required cleanliness and maintenance performance standards	98%	96%	96%	95%	✓	95%	0%
5.3	Percentage of alcohol inspections of medium, high and very high risk premises that are carried out during peak trading hours	17%	25%	29%	39%	✓	25%	56% *
5.3	Number of compliance or enforcement actions taken per year	0	3	8	13	16	new	-

Urban Development

	Description		Year to date					
		YE 16/17	Q1	Q2	Q3	Forecast YE	YE 17/18 Target	Var Q3
6.2	Building consents issued within 20 working days	87%	96%	94%	94%	!	100%	(6%)
6.2	Code of Compliance Certificates issued within 20 working days	96%	95%	99%	96%	!	100%	(4%)
6.2	Land Information Memorandums (LIMs) issued within 10 working days	96%	100%	100%	100%	✓	100%	0%
6.2	Resource consents (non-notified) issued within statutory timeframes	100%	100%	100%	99.8%	✓	100.0%	(0.02%)
6.2	Resource consents that are monitored within 3 months of project commencement	94%	99%* (100%)	97%	98%	✓	90%	8%
6.2	Subdivision certificates – Section 223 certificates issued within statutory timeframes	100%	100%	100%	100%	✓	100%	0%
6.2	Noise control (excessive noise) complaints investigated within 1 hour	96.67%	99%* (96%)	94%	95%	✓	90%	5%
6.2	Environmental complaints investigated within 48 hours	98%	100%	98%	99%	✓	98%	1%
6.2	Earthquake-prone building notifications (section 124) (%) that are issued without successful challenge	100%	100%	100%	100%	✓	95%	5%

*due to an error in previous reporting these Q1 results have been updated, the previously reported result is displayed brackets.

Transport

	Description		Year to date					
		YE 16/17	Q1	Q2	Q3	Forecast YE	YE 17/18 Target	Var Q3
7.1	Requests for service response rate – urgent (within 2 hours)	89%	90%	88%	88%	✗	100%	(12%) *
7.1	Requests for service response rate – non-urgent (within 15 days)	94%	95%	93%	93%	!	100%	(7%)

1 (b) Operational expenditure – detailed performance information

Note: Unfavourable variances are shown in brackets. * refer to strategy area in report body for variance commentary

Governance

			YTD			Full Year	
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Budget $000	
1.1	1000	Annual Planning	495	1,143	648	1,525	*
1.1	1001	Policy	1,032	953	(79)	1,271	
1.1	1002	Committee & Council Process	4,774	5,224	450	6,965	
1.1	1003	Strategic Planning	362	744	382	992	
1.1	1004	Tawa Community Board - Discretionary	4	8	4	11	
1.1	1005	Smart Capital - Marketing	266	411	145	548	
1.1	1007	WCC City Service Centre	471	608	138	812	
1.1	1008	Call Centre SLA	1,875	1,869	(6)	2,492	
1.1	1009	Valuation Services Contract	359	382	23	509	
1.1	1010	Lands Information	817	882	65	1,176	
1.1	1011	Archives	1,626	1,369	(258)	1,824	
1.2	1012	Funding agreements – Māori	191	173	(19)	196	
1.2	1013	Māori Engagement	56	78	22	104	
Strategy Area Total			**12,328**	**13,843**	**1,515**	**18,423**	

* refer to strategy area in report body for variance commentary.

Environment

			YTD			Full Year	
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Budget $000	
2.1	1014	Parks and Reserves Planning	627	591	(36)	787	
2.1	1015	Reserves Unplanned Maintenance	300	140	(160)	187	
2.1	1016	Turf Management	972	1,012	41	1,336	
2.1	1017	Park Furniture and Infrastructure Maintenance	1,183	1,244	61	1,676	
2.1	1018	Parks and Buildings Maintenance	988	1,420	433	1,904	
2.1	1019	Horticultural Operations	1,681	1,541	(140)	2,043	
2.1	1020	Arboricultural Operations	1,162	993	(169)	1,307	
2.1	1021	Botanic Gardens Services	3,527	3,527	0	4,717	
2.1	1022	Coastal Operations	685	807	122	1,076	
2.1	1023	Open Space Vegetation Management	0	0	0	0	
2.1	1024	Road Corridor Growth Control	719	677	(41)	904	
2.1	1025	Street Cleaning	4,919	5,532	612	7,378	*
2.1	1026	Hazardous Trees Removal	331	335	5	477	
2.1	1027	Town Belts Planting	449	560	111	924	
2.1	1028	Town Belt-Reserves Management	1,577	2,365	788	3,218	*
2.1	1030	Community greening initiatives	360	395	34	565	
2.1	1031	Environmental Grants Pool	65	60	(5)	100	
2.1	1032	Walkway Maintenance	389	497	108	662	
2.1	1033	Weeds & Hazardous Trees Monitoring	946	639	(306)	843	
2.1	1034	Animal Pest Management	757	699	(58)	1,207	
2.1	1035	Waterfront Public Space Management	3,401	3,641	241	4,855	
2.2	1036	Landfill Operations & Maintenance	(1,838)	(1,115)	723	(1,548)	*
2.2	1037	Suburban Refuse Collection	(274)	(336)	(62)	(438)	
2.2	1038	Domestic Recycling	1,180	1,635	455	1,489	
2.2	1039	Waste Minimisation Info	570	648	78	875	
2.2	1040	Litter Enforcement	(8)	69	77	92	

2.2	1041	Closed Landfill Gas Migr Monitoring	438	240	(198)	319	
2.2	1042	Smart Energy	133	145	12	193	
2.3	1043	Water - Meter Reading	82	116	34	154	
2.3	1044	Water - Network Maintenance	2,723	3,198	475	4,266	
2.3	1045	Water - Water Connections	(34)	(26)	8	(35)	
2.3	1046	Water - Pump Stations Maintenance-Ops	668	768	100	1,024	
2.3	1047	Water - Asset Stewardship	14,513	13,768	(745)	18,357	*
2.3	1048	Water - Reservoir-Dam Maintenance	70	203	133	271	
2.3	1049	Water - Monitoring & Investigation	416	421	5	561	
2.3	1050	Water - Asset Management	404	538	134	718	
2.3	1051	Water - Bulk Water Purchase	12,194	12,297	104	16,396	
2.4	1052	Wastewater - Asset Stewardship	12,234	10,392	(1,842)	13,856	*
2.4	1053	Wastewater - Trade Waste Monitoring & Investigation	199	219	20	292	
2.4	1055	Wastewater - Network Maintenance	2,095	2,074	(20)	2,767	
2.4	1057	Wastewater - Asset Management	428	586	158	781	
2.4	1058	Wastewater - Monitoring & Investigation	1,306	1,179	(127)	1,573	
2.4	1059	Wastewater - Pump Station Maintenance-Ops	859	1,003	144	1,338	
2.4	1060	Wastewater - Treatment Plants	13,578	15,731	2,153	20,979	*
2.4	1062	Sewerage Disposal	770	960	190	1,306	
2.5	1063	Stormwater - Asset Stewardship	10,290	9,787	(503)	13,049	*
2.5	1064	Stormwater - Network Maintenance	1,212	1,695	483	2,261	
2.5	1065	Stormwater - Monitoring & Investigation	669	591	(78)	789	
2.5	1066	Stormwater - Asset Management	634	671	37	896	
2.5	1067	Drainage Maintenance	547	710	163	948	
2.5	1068	Stormwater - Pump Station Maintenance-Ops	38	32	(6)	43	
2.6	1069	Karori Sanctuary	1,390	1,606	216	1,814	
2.6	1070	Wellington Zoo Trust	4,776	4,699	(78)	5,156	
Strategy Area Total			**107,300**	**111,179**	**3,879**	**146,711**	

* refer to strategy area in report body for variance commentary.

Economic Development

			YTD			Full Year	
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Budget $000	
3.1	1071	Marine Conservation Centre	0	0	0	0	
3.1	1073	Positively Wellington Tourism	5,629	5,630	1	5,630	
3.1	1074	Events Fund	4,285	4,281	(4)	4,523	
3.1	1075	Wellington Venues	2,512	2,994	482	3,884	
3.1	1076	Destination Wellington	1,332	1,331	(1)	1,775	
3.1	1077	City Innovation	775	783	8	1,045	
3.1	1078	Wellington Convention Centre	0	(1)	(1)	(0)	
3.1	1079	CBD Weekend Parking	1,035	1,107	72	1,476	
3.1	1080	Economic Development Grant Pool	0	50	50	50	
3.1	1081	Economic Growth Strategy	103	287	185	383	
3.1	1082	Economic Development Fund	2,913	2,253	(660)	3,000	*
3.1	1083	Airport Runway Extension	(2)	0	2	0	
3.1	1084	Indoor Arena	115	0	(115)	0	
3.1	1085	Film Museum	0	(0)	(0)	0	
3.1	1086	Westpac Stadium	0	0	0	5,000	
3.1	1087	International Relations	529	584	55	778	
3.1	1088	Marsden Village	13	11	(2)	14	

3.1	1089	Business Improvement Districts	226	207	(19)	277
Strategy Area Total			**19,464**	**19,517**	**54**	**27,835**

* refer to strategy area in report body for variance commentary.

Cultural Wellbeing

			YTD			Full Year
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Budget $000
4.1	1090	Wellington Museums Trust	8,621	8,994	372	9,162
4.1	1091	Museum of Conflict	1	500	499	500
4.1	1092	Te Papa Funding	1,688	1,688	0	2,250
4.1	1093	Carter Observatory	758	600	(158)	681
4.1	1095	Community Events Programme	2,234	1,975	(258)	2,653
4.1	1096	WW1 Commemorations	0	0	0	0
4.1	1097	Citizen's Day - Mayoral Day	0	22	22	22
4.1	1098	Cultural Grants Pool	1,048	986	(62)	1,132
4.1	1099	Wellington Conv Centre Community Subsidy	205	145	(60)	200
4.1	1100	Community Arts Programme	474	394	(80)	526
4.1	1101	NZSO Subsidy	256	156	(100)	216
4.1	1102	Toi Poneke Arts Centre	686	678	(8)	905
4.1	1103	Public Art Fund	277	344	67	459
4.1	1104	New Zealand Ballet	223	348	125	412
4.1	1105	Orchestra Wellington	277	279	2	279
4.1	1106	Regional Amenities Fund	647	633	(14)	641
Strategy Area Total			**17,393**	**17,742**	**349**	**20,037**

* refer to strategy area in report body for variance commentary.

Social and Recreation

			YTD			Full Year	
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Budget $000	
5.1	1107	Swimming Pools Operations	11,892	11,608	(284)	15,210	
5.1	1108	Sportsfields Operations	2,770	2,512	(259)	3,259	
5.1	1109	Synthetic Turf Sport Operations	587	841	253	982	
5.1	1110	Recreation Centres	1,478	1,619	140	2,154	
5.1	1111	ASB Sports Centre	3,578	3,884	306	5,134	
5.1	1112	Basin Reserve Trust	903	1,121	218	1,278	
5.1	1113	Recreational NZ Academy Sport	45	47	2	47	
5.1	1114	Play Ground & Skate Facility Maintenance	621	628	7	837	
5.1	1115	Marina Operations	(26)	(4)	21	23	
5.1	1116	Municipal Golf Course	134	133	(1)	176	
5.1	1117	Recreation Programmes	95	231	136	308	
5.2	1118	Library Network - Wide Operation	9,761	10,918	1,157	14,618	*
5.2	1119	Branch Libraries	4,556	4,278	(278)	5,706	
5.2	1120	Passport to Leisure Programme	93	89	(4)	119	
5.2	1121	Community Advice & Information	1,357	1,064	(293)	1,394	
5.2	1122	Community Grants	798	1,033	236	1,088	
5.2	1123	Support for Wellington Homeless	198	198	0	198	
5.2	1124	Social & Recreational Grant Pool	2,932	2,696	(236)	3,171	
5.2	1125	Housing Operations and Maintenance	1,383	1,438	56	1,922	
5.2	1126	Housing Upgrade Project	(14,035)	(11,383)	2,652	(11,055)	*
5.2	1127	Community Props Programmed Maintenance	330	422	92	562	
5.2	1128	Community Halls Ops and Maintenance	457	408	(49)	544	

5.2	1129	Community Prop & Facility Ops	1,255	1,284	29	1,713
5.2	1130	Accommodation Assistance Fund	147	253	106	337
5.3	1131	Burial & Cremation Operations	906	785	(121)	1,010
5.3	1132	Contracts - Public Conveniences	2,620	2,357	(264)	3,131
5.3	1133	Public Health	1,236	1,416	180	1,885
5.3	1134	Noise Monitoring	384	538	153	717
5.3	1135	Anti-Graffiti Flying Squad	548	540	(8)	721
5.3	1136	Safe City Project Operations	1,917	1,824	(93)	2,432
5.3	1137	Civil Defence	1,042	1,183	140	1,614
5.3	1138	Rural Fire	34	173	139	230
5.3	1997	Business Recovery	341	0	(341)	0
5.3	1998	Emergency Management Activation	0	0	0	0
Strategy Area Total			**40,336**	**44,131**	**3,795**	**61,463**

* refer to strategy area in report body for variance commentary.

Urban Development

			YTD			Full Year	
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Budget $000	
6.1	1139	District Plan	1,380	1,437	57	1,915	
6.1	1140	Growth Spine Centres	0	0	0	0	
6.1	1141	City Shaper Developments	1,158	1,173	15	1,564	
6.1	1142	Public Art and Sculpture Maintenance	186	268	81	371	
6.1	1143	Public Space-Centre Development Plan	1,726	1,528	(199)	2,037	
6.1	1145	City Heritage Development	796	1,308	512	1,745	*
6.1	1206	Housing Investment Programme	31	0	(31)	0	
6.2	1146	Building Control-Facilitation	2,432	2,615	183	3,227	
6.2	1147	Weathertight Homes	53	733	680	976	*
6.2	1148	Development Control Facilitation	2,633	2,392	(241)	3,113	
6.2	1150	Building Consents EQPB Subsidy Fund	0	0	0	0	
6.2	1151	Earthquake Risk Building Project	536	1,045	509	1,389	*
Strategy Area Total			**10,931**	**12,498**	**1,567**	**16,337**	

* refer to strategy area in report body for variance commentary.

Transport

			YTD			Full Year	
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Budget $000	
7.1	1152	Ngauranga to Airport Corridor	503	1,174	671	1,565	*
7.1	1153	Transport Planning and Policy	858	779	(79)	1,039	
7.1	1154	Road Maintenance and Storm Clean Up	2,284	685	(1,599)	1,020	*
7.1	1155	Tawa Shared Driveways Maintenance	34	29	(6)	35	
7.1	1156	Wall, Bridge and Tunnel Maintenance	113	143	31	191	
7.1	1157	Drains & Walls Asset Stewardship	4,168	4,928	759	6,570	*
7.1	1158	Kerb & Channel Maintenance	350	328	(22)	465	
7.1	1159	Vehicle Network Asset Stewardship	13,374	11,479	(1,894)	15,306	*
7.1	1160	Port and Ferry Access	1	71	70	94	
7.1	1161	Cycleways Maintenance	36	53	18	87	
7.1	1162	Cycleway Asset Stewardship	14	445	430	593	
7.1	1163	Cycleways Planning	882	789	(93)	1,052	
7.1	1164	Passenger Transport Facilities	179	222	43	317	
7.1	1165	Bus Shelter Contract Income	(701)	(286)	415	(575)	
7.1	1166	Passenger Transport Asset Stewardship	522	537	16	717	

7.1	1167	Bus Priority Plan	1	65	65	87	
7.1	1168	Cable Car	41	4	(37)	6	
7.1	1170	Street Furniture Maintenance	264	312	48	438	
7.1	1171	Footpaths Asset Stewardship	4,083	4,466	383	5,954	
7.1	1172	Pedestrian Network Maintenance	688	608	(80)	864	
7.1	1173	Pedestrian Network Structures Maintenance	102	129	27	172	
7.1	1174	Traffic Signals Maintenance	615	586	(29)	781	
7.1	1175	Traffic Control Asset Stewardship	2,545	2,198	(346)	2,931	
7.1	1176	Road Marking Maintenance	496	616	119	740	
7.1	1177	Traffic Signs Maintenance	144	267	123	371	
7.1	1178	Network Activity Management	676	384	(292)	514	
7.1	1179	Street Lighting Maintenance	1,118	1,307	189	1,743	
7.1	1180	Transport Education & Promotion	165	403	237	537	
7.1	1181	Fences & Guardrails Maintenance	233	229	(4)	300	
7.1	1182	Safety Asset Stewardship	2,404	1,639	(764)	2,186	*
7.2	1184	Parking Services & Enforcement	(9,580)	(10,901)	(1,321)	(14,472)	*
7.2	1185	Waterfront Parking Services	(165)	(302)	(137)	(403)	
Strategy Area Total			**26,446**	**23,386**	**(3,060)**	**31,227**	

* refer to strategy area in report body for variance commentary.

Council

			YTD			Full Year
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Budget $000
10.1	1186	Waterfront Commercial Property Services	760	903	143	1,204
10.1	1187	Commercial Property Man & Serv	1,585	1,360	(225)	1,814
10.1	1188	Civic Centre Facilities Managt	0	0	0	0
10.1	1189	Mail Service SLA	0	(112)	(112)	(150)
10.1	1190	Information Services SLA	0	(0)	(0)	(0)
10.1	1191	NZTA Income on Capex Work	(19,966)	(18,115)	1,851	(28,209)
10.1	1192	Quarry operations	(237)	(140)	98	(186)
10.1	1193	Self Insurance Reserve	1,253	1,125	(128)	1,500
10.1	1194	Information Management	0	(731)	(731)	(979)
10.1	1196	External Capital Funding	(843)	0	843	(3,900)
10.1	1197	Plimmer Bequest Project Expend	0	0	0	(50)
10.1	1198	Waterfront Utilities Management	(41)	91	133	122
10.1	1199	Civic Project Funding	0	0	0	(5,100)
10.1	1200	ORG	(746)	(5,963)	(5,217)	(8,027)
10.1	1201	ORGNA	(226,078)	(225,689)	389	(312,243)
10.1	1202	PPORGFloor	0	0	0	0
10.1	1203	PPORGGroundLease	(6,128)	(42)	6,086	0
10.1	1204	Sustainable Parking Infrastructure	113	113	0	150
10.1	1205	Shared Services Procurement	246	0	(246)	0
10.1	1999	Earthquake	995	0	(995)	0
Council Total			**(249,088)**	**(247,200)**	**1,888**	**(354,055)**
Strategy area total			**234,197**	**242,297**	**8,099**	**322,035**
GRAND TOTAL			**(14,891)**	**(4,904)**	**9,988**	**(32,021)**

1 (c) Capital expenditure – detailed performance information

Note: Unfavourable variances are shown in brackets. * refer to strategy area in report body for variance commentary.

Governance

Group	Activity	Activity Description	YTD			Full Year	
			Actual $000	Budget $000	Variance $000	Revised Budget $000	
1.1	2000	Committee & Council Processes	0	23	23	30	
Strategy Area Total			**0**	**23**	**23**	**30**	

Environment

Group	Activity	Activity Description	YTD			Full Year	
			Actual $000	Budget $000	Variance $000	Revised Budget $000	
2.1	2001	Property Purchases - Reserves	118	118	(0)	118	
2.1	2003	Parks Infrastructure	294	287	(6)	432	
2.1	2004	Parks Buildings	303	404	101	496	
2.1	2005	Plimmer Bequest Project	10	38	28	50	
2.1	2006	Botanic Garden	671	546	(125)	677	
2.1	2007	Coastal - upgrades	377	1,041	663	1,561	*
2.1	2008	Coastal	33	123	89	205	
2.1	2009	Town Belt & Reserves	250	244	(6)	309	
2.1	2010	Walkways renewals	591	655	64	934	
2.2	2011	Southern Landfill Improvement	1,604	2,004	400	2,680	
2.2	2012	Energy Management Plan	15	31	17	38	
2.3	2013	Water - Network renewals	2,804	5,009	2,205	6,283	**
2.3	2014	Water - Pump Station renewals	685	343	(342)	503	**
2.3	2015	Water - Water Meter upgrades	655	663	8	682	**
2.3	2016	Water - Network upgrades	751	1,640	888	2,164	**
2.3	2018	Water - Network renewals	796	601	(195)	893	**
2.3	2019	Water - Reservoir renewals	178	592	414	746	**
2.3	2020	Water - Reservoir upgrades	3,512	3,333	(180)	5,079	**
2.4	2023	Wastewater - Network renewals	7,117	8,292	1,175	9,830	**
2.4	2024	Wastewater - Network upgrades	735	2,015	1,281	2,422	**
2.4	2026	Wastewater - Pump Station renewals	326	621	295	834	**
2.5	2028	Stormwater - Network upgrades	2,557	4,269	1,712	5,983	**
2.5	2029	Stormwater - Network renewals	2,164	2,745	581	3,878	**
2.6	2033	Zoo renewals	307	631	325	841	
Strategy Area Total			**26,854**	**36,247**	**9,393**	**47,637**	

* refer to strategy area in report body for variance commentary.
** Annual Plan budget has been revised.

Economic Development

Group	Activity	Activity Description	YTD			Full Year	
			Actual $000	Budget $000	Variance $000	Revised Budget $000	
3.1	2035	Wellington Venues renewals	701	1,223	522	1,612	**
Strategy Area Total			**701**	**1,223**	**522**	**1,612**	

* refer to strategy area in report body for variance commentary.
** Annual Plan budget has been revised.

Cultural Wellbeing

Group	Activity	Activity Description	YTD Actual $000	YTD Budget $000	YTD Variance $000	Full Year Revised Budget $000	
4.1	2129	Wellington Convention Centre and Movie Museum	331	969	638	1,284	**
4.1	2040	Cable Car Precinct	0	0	0	43	
4.1	2041	Te ara o nga tupuna - Māori heritage trails	0	21	21	28	
4.1	2042	Arts Installation	11	32	21	39	
Strategy Area Total			**342**	**1,022**	**679**	**1,394**	

* refer to strategy area in report body for variance commentary.
** Annual Plan budget has been revised.

Social and Recreation

Group	Activity	Activity Description	YTD Actual $000	YTD Budget $000	YTD Variance $000	Full Year Revised Budget $000	
5.1	2043	Aquatic Facility upgrades	820	814	(6)	814	
5.1	2044	Aquatic Facility renewals	770	1,496	727	1,915	*
5.1	2045	Sportsfields upgrades	595	600	6	608	
5.1	2047	Synthetic Turf Sportsfields upgrades	401	184	(216)	184	
5.1	2048	Recreation Centre Renewal	49	297	248	449	
5.1	2049	ASB Sports Centre	0	16	16	25	
5.1	2050	Basin Reserve	2,478	2,036	(441)	2,710	**
5.1	2051	Playgrounds renewals & upgrades	209	144	(65)	276	
5.1	2052	Evans Bay Marina - Renewals	22	55	33	74	
5.1	2053	Clyde Quay Marina - Upgrade	97	94	(3)	124	
5.2	2054	Upgrade Library Materials	1,585	1,621	36	2,165	
5.2	2055	Upgrade Computer Replacement	46	80	34	109	
5.2	2056	Central Library upgrades	12	13	1	17	
5.2	2057	Branch Library upgrades	1,436	2,244	808	3,591	**
5.2	2058	Branch Libraries renewals	86	183	98	244	
5.2	2059	Housing upgrades	15,641	16,774	1,132	22,979	**
5.2	2060	Housing renewals	1,613	1,507	(106)	2,635	**
5.2	2061	Community Halls - upgrades & renewals	311	513	201	740	**
5.3	2062	Burial & Cremations	194	332	138	383	
5.3	2063	Public Convenience and pavilions	358	536	177	1,307	**
5.3	2064	Safety Initiatives	0	38	38	50	
5.3	2065	Emergency Management renewals	22	30	8	104	
Strategy Area Total			**26,745**	**29,608**	**2,863**	**41,503**	

* refer to strategy area in report body for variance commentary.
** Annual Plan budget has been revised.

Urban Development

Group	Activity	Activity Description	YTD Actual $000	YTD Budget $000	YTD Variance $000	Full Year Revised Budget $000	
6.1	2067	Wellington Waterfront Development	4,869	4,200	(669)	5,600	*
6.1	2068	Waterfront Renewals	1,851	2,785	934	2,909	**
6.1	2070	Central City Framework	2,833	3,980	1,147	4,498	**
6.1	2073	Suburban Centres upgrades	135	910	775	1,086	*
6.1	2074	Minor CBD Enhancements	3	123	120	171	

6.1	2075	Urban Regeneration Projects	0	65	65	86	
6.2	2076	Earthquake Risk Mitigation	5,326	6,601	1,275	7,810	**
Strategy Area Total			**15,018**	**18,663**	**3,646**	**22,161**	

* refer to strategy area in report body for variance commentary.
** Annual Plan budget has been revised.

Transport

			YTD			Full Year	
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Revised Budget $000	
7.1	2077	Wall, Bridge & Tunnel Renewals	1,498	1,488	(9)	2,453	
7.1	2078	Road Surface Renewals	1,244	1,963	719	2,202	*
7.1	2079	Reseals	2,152	2,015	(137)	2,279	
7.1	2080	Pre-seal Preparations	2,366	1,915	(450)	2,922	
7.1	2081	Shape & Camber Correction	3,296	2,944	(352)	4,375	
7.1	2082	Sumps Flood Mitigation	429	309	(119)	363	
7.1	2083	Road Corridor New Walls	1,412	1,115	(298)	1,796	
7.1	2084	Service Lane Improvements	3	39	36	52	
7.1	2085	Tunnel & Bridge Improvements	832	578	(253)	881	
7.1	2086	Kerb & Channel Renewals	1,530	1,576	46	2,185	
7.1	2087	Vehicle Network New Roads	0	3	3	4	
7.1	2088	Road Risk Mitigation	1,968	1,281	(687)	1,639	*
7.1	2090	Area Wide Road Maintenance	360	544	184	786	
7.1	2094	Cycling Improvements	5,860	7,420	1,560	10,092	*
7.1	2095	Bus Priority Planning	130	319	189	384	**
7.1	2096	Pedestrian Network Structures	254	103	(151)	158	
7.1	2097	Pedestrian Network Renewals	2,389	2,543	154	3,652	
7.1	2098	Walking Improvements	549	399	(150)	532	
7.1	2099	Street Furniture	163	134	(29)	162	
7.1	2100	Pedestrian Network Accessways	210	220	10	263	
7.1	2101	Traffic & Street Signs	704	1,013	309	1,429	
7.1	2102	Traffic Signals	285	563	278	779	
7.1	2103	Street Lights	9,670	12,411	2,741	13,929	**
7.1	2104	Rural Road Improvements	0	0	0	105	
7.1	2105	Minor Works Projects	846	722	(124)	1,179	**
7.1	2106	Fences & Guardrails	490	560	70	780	
7.1	2107	Safer Roads Projects	267	235	(32)	435	**
7.2	2108	Parking Asset renewals	4	138	133	184	
7.2	2109	Roadside Parking Improvements	55	70	15	137	
Strategy Area Total			**38,967**	**42,621**	**3,655**	**56,138**	

* refer to strategy area in report body for variance commentary.
** Annual Plan budget has been revised.

Council

			YTD			Full Year	
Group	Activity	Activity Description	Actual $000	Budget $000	Variance $000	Revised Budget $000	
10.1	2111	Capital Replacement Fund	1,239	2,099	860	2,954	**
10.1	2112	Information Management	710	684	(26)	952	
10.1	2114	ICT Infrastructure	967	715	(253)	972	
10.1	2116	Strategic Initiatives	187	167	(19)	223	
10.1	2117	Unscheduled infrastruture renewals	0	0	0	0	**

10.1	2118	Health & Safety - Legislation Compliance	99	234	135	336	
10.1	2119	Civic Property renewals	1,397	1,742	345	2,121	**
10.1	2120	Commercial Properties renewals	1,435	4,132	2,698	4,747	**
10.1	2121	Community & Childcare Facility renewals	344	389	46	558	
10.1	2125	Legislative changes	33	75	42	100	
10.1	2126	Business Unit Support	122	392	270	540	**
10.1	2127	Office Resilience and Efficiency	358	503	145	671	**
10.1	2128	Civic Campus Resilience and Improvements	382	228	(155)	300	**
10.1	2131	Smart Council	217	375	158	500	**
10.1	2999	Earthquake - Capex	155	0	(155)	0	
Council Total			**7,643**	**11,735**	**4,092**	**14,973**	

* refer to strategy area in report body for variance commentary.
** Annual Plan budget has been revised.

Strategy area total		**108,626**	**129,406**	**20,780**	**170,475**

GRAND TOTAL		**116,270**	**141,141**	**24,871**	**185,448**

APPENDIX 2 – 2017/18 FULL YEAR CAPITAL EXPENDITURE FORECASTS

2 (a) Proposed 2017/18 CAPEX underspends (amounts to be carried forward)

Description	Activity Area	2017/18 Revised Budget $000	Carry forward $000
Committee and Council Processes (furniture and equipment)	1.1	30	21
Plimmer Bequest Project (Newlands Park project)	2.1	50	40
Coastal Upgrades (South Coast)	2.1	1,561	779
Water Network/Reservoirs Upgrades & Renewals (incl. Harbour View and Wadestown Roads) – WWL forecasts	2.3	16,349	1,288
Wastewater Network Upgrades (Dixon Street) – WWL forecasts	2.4	13,086	431
Stormwater Network Upgrades & Renewals (Kilbirnie, Apuka and Aro Streets) – WWL forecasts	2.5	9,860	1,797
Zoo Renewals (improvements to the Chimpanzee Park)	2.6	841	300
Wellington Venues Renewals (Opera House and MFC) – further underspend, in addition to $0.540m underspend approved in Q2 report	3.1	1,612	719
Maori Heritage Trails (Toa Pou project delayed)	4.1	28	28
Arts Installations (Holland Street)	4.1	39	28
Convention Centre/Movie Museum – in addition to $4.0m underspend approved in Q2 report	4.1	1,284	750
Aquatic Facility Renewals (Freyberg and Tawa pools)	5.1	1,915	800
Recreation Centre Renewals (Kilbirnie and Karori)	5.1	449	289
Branch Library Renewals (Karori LibraryHVAC)	5.2	244	50
Housing Renewals – further underspend, in addition to $0.512m underspend approved in Q2 report	5.2	2,635	850
Community Halls Upgrades (Kilbirnie, Newtown and Strathmore community centres) – further underspend, in addition to $0.460m underspend approved in Q2 report	5.2	740	186
Burial & Cremations (Cemetery Large Chapel)	5.3	383	50
Public Conveniences & Pavilions (Alex Moore Park, Ben Burn Park and Island Bay) – in addition to $0.330m underspend approved in Q2 report	5.3	1,307	600
Safety Initiatives (CCTV renewals)	5.3	50	30
Emergency Management Renewals (Civil Defence renewals)	5.3	104	60
Waterfront Renewals (Waterfront Jetty & Wharf Structure Renewals)	6.1	2,909	417
Central City Framework (Laneways – Swan & Garrett, Forresters and Holland Street; and Victoria Street)	6.1	4,498	477
Suburban Centre Upgrades (Tawa Town Centre)	6.1	1,086	650
Minor CBD Enhancements (Cuba Street)	6.1	171	40
Earthquake Risk Mitigation (St James)	6.2	7,810	270
Wall, Bridge & Tunnel Renewals (programme delivery)	7.1	2,453	200
Service Lane Improvements (Drummond Street service lane and Cleveland Street)	7.1	52	49

Description	Activity Area	2017/18 Revised Budget $000	Carry forward $000
Pedestrian Network Renewals (resourcing constraints)	7.1	3,652	200
Traffic & Street Signs (resourcing constraints and delays for Electric and Car Sharing signage)	7.1	1,429	195
Street Lights (LED Street Lights) – in addition to $1.993m underspend approved in Q2 report	7.1	13,929	207
Rural Road Improvements (Ohariu Valley Road)	7.1	105	75
Minor Works Projects (Miramar Parking project) - in addition to $50k underspend approved in Q2 report	7.1	1,179	215
Safer Roads Projects (Safer Speeds) - in addition to $0.150m underspend approved in Q2 report	7.1	435	71
Cycling Improvements (Eastern Corridor)	7.1	10,092	2,000
Commercial Properties Renewals (Royal NZ Ballet)	10.1	4,747	3,389
Commercial Properties Renewals (Chest Hospital, Arun Cres, WEMO and City to Sea) – in addition to $0.141m underspend approved in Q2 report	10.1	4,747	351
Office Resilience & Efficiency (Workplace) - in addition to $1.5m underspend approved in Q2 report	10.1	671	50
TOTAL			**17,952**

2 (b) Proposed 2017/18 CAPEX underspends (savings)

Description	Activity Area	2017/18 Revised Budget $000	Forecast Underspend $000
Parks Buildings	2.1	496	141
Southern Landfill Improvement	2.2	2,680	512
TOTAL			**653**

2 (c) Proposed 2017/18 CAPEX overspends

Description	Activity Area	2017/18 Revised Budget $000	Forecast Overspend $000
Waterfront Developments (North Kumutoto Public Space) – *increased costs due to site contamination and scope changes*	6.1	5,600	(1,000)
Botanic Gardens (Begonia House electrical supply) – *to bring forward from 2019/20*	2.1	677	(286)
Basin Reserve (Basin Reserve Master Plan) – *forecast overspend following $1.0m forecast underspend approved in Q2 report. To bring forward from 2018/19.*	5.1	2,710	(631)
Sportsfields Upgrades (Newtown Park track)	5.1	608	(90)
Synthetic Turf Sportsfields (Terawhiti) – *funded by external funding and underspend on Parks Buildings*	5.1	184	(220)
Housing Upgrades (Arlington Site 2) – *additional costs to be incurred this year. To bring forward from 2018/19.*	5.2	22,979	(1,500)
Earthquake Risk Mitigation (Town Hall) – *additional funding for unreinforced masonry facades and parapet work is required (a further $0.700m in 2018/19)*	6.2	7,810	(300)
Reseals; Preseal Preparations; and Shape & Camber Correction – *funded by Wellington Electricity*	7.1	9,576	(200)
Sumps Flood Protection (enlarged scope – Laura Ave and Bell Street) – *to bring forward from 2018/19*	7.1	363	(69)
Road Risk Mitigation (funded by insurance recoveries received in 2016/17) – *further costs in addition to $0.656m approved in Q2 report*	7.1	1,639	(344)
Walking Improvements (Queen's Drive footpath extension) – *to bring forward from 2018/19*	7.1	532	(173)
Street Furniture – *to bring forward from 2018/19*	7.1	162	(10)
Business Transformation – *forecast overspend following $1.5m forecast underspend approved in Q2 report. To bring forward from 2018/19.*	10.1	500	(850)
TOTAL			**(5,673)**

4. Operational

HOLLAND STREET TRAFFIC RESOLUTION

Purpose

1. This report seeks Committee approval to amend the Traffic Resolutions in relation to parking in Holland Street.

Summary

2. This Traffic Resolution (TR14-18) is a resubmission to CSC which has taken into account stakeholder feedback received following the first Traffic Resolution tabled at the 15 March 2018 CSC meeting.
3. The proposed Traffic Resolution (**Attachment 5** refers) was advertised on 1 May 2018 and closed on 07 May 2018. Key stakeholders were emailed the paperwork directly.
4. 16 submissions were received. All submissions are in **Attachment 5** including officer responses where appropriate.

Recommendation/s

That the City Strategy Committee:

1. Receives the information.
2. Notes that previously proposed urban design elements are deferred while traffic improvements are made and construction works occur in the area.
3. Approves the following amendments to the Traffic Restrictions, pursuant to the provisions of the Wellington City Council Consolidated Bylaw 2008 (refer proposed plan in **Attachment 4** and full Traffic Resolution, including submissions and officers' responses in **Attachment 5**).

Delete from Schedule D (No Stopping) of the Traffic Restrictions Schedule

Holland Street	*No Stopping, At All Times*	*Northeast side, commencing from its intersection with Tory Street (Grid Coordinates X=2659108.530751 m, Y=5988751.825084 m) and extending in a north-westerly direction following the kerbline for 6 metres.*
Holland Street	*No Stopping, At All Times*	*Northeast side, commencing 79.5 metres northwest of its intersection with Tory Street (Grid Coordinates X=2659108.530751 m, Y=5988751.825084 m) and extending in a north-westerly direction following the kerbline for 10 metres.*

Delete from Schedule F (Metered Parking) of the Traffic Restrictions Schedule

Holland	*Metered Parking,*	*Northeast side, commencing 6 metres northwest of*

Street	*P120 Maximum, Monday to Thursday 8:00am - 6:00pm, Friday 8:00am - 8:00pm, Saturday and Sunday 8:00 - 6:00pm.*	*intersection with Tory Street (Grid coordinates x= 1749086.5 m, y= 5427039.7 m), and extending in a north-westerly direction following the kerbline for 27 metres. (5 parallel carparks)*

Add to Schedule B (Class Restricted) of the Traffic Restrictions Schedule

Holland Street	*Loading Zone, P10 Maximum, Monday to Sunday 8:00am – 6:00pm.*	*Northeast side, commencing 37m from its intersecti with Tory Street (Grid coordinates X=1749086.84 n Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 9 metres*
Holland Street	*Loading Zone, P10 Maximum, Monday to Sunday 8:00am – 6:00pm.*	*Northeast side, commencing 61m from its intersecti with Tory Street (Grid coordinates X=1749086.84 n Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 9 metres*

Add to Schedule D (No Stopping) of the Traffic Restrictions Schedule

Holland Street	*No Stopping, At All Times*	*Northeast side, commencing from its intersection wi Tory Street (Grid coordinates X=1749086.84 m, Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 11 metre*
Holland Street	*No Stopping, At All Times*	*Northeast side, commencing 22m from its intersecti with Tory Street (Grid coordinates X=1749086.84 n Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 15 metre*
Holland Street	*No Stopping, At All Times*	*Northeast side, commencing 46m from its intersecti with Tory Street (Grid coordinates X=1749086.84 n Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 15 metre*
Holland Street	*No Stopping, At All Times*	*Northeast side, commencing 70m from its intersecti with Tory Street (Grid coordinates X=1749086.84 n Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 19 metre*

Add to Schedule F (Metered Parking) of the Traffic Restrictions Schedule

Holland Street	*Metered Parking, P120 Maximum, Monday to Thursday 8:00am - 6:00pm,*	*Northeast side, commencing 11 metres northwest o intersection with Tory Street (Grid coordinates X=1749086.84 m, Y=5427040.08 m), and extending north-westerly direction following the kerbline for 11*

Friday 8:00am - 8:00pm, Saturday and Sunday 8:00am - 6:00pm.	*metres. (2 parallel carparks)*

Background

5. To date parking within Holland Street has only been partially resoluted.
6. Areas outside the 7 existing legal Pay and Display parks are a confusing mix of free-for-all parking or informally painted loading areas (**Attachment 1** refers).
7. As a result, responses to complaints about parking behaviour, property damage and difficulties manoeuvring has been challenging for the Council enforcement team to manage.
8. Stakeholder responses to the first Traffic Resolution submitted at the March 2018 CSC meeting highlighted the need for two loading zones rather than one (**Attachment 2** refers).
9. The plans were amended to accommodate two loading zones for the second Traffic Resolution in May 2018 (**Attachment 3** refers).
10. One proposed Pay & Display parking space also had to be removed as a result of stakeholder feedback during the May Traffic Resolution process (revised layout shown on **Attachment 4**).
11. Stakeholder feedback throughout the development of the wider project has highlighted support for its aims of improving pedestrian safety, connectivity to surrounding areas, enhancing character and supporting flexible use.
12. Holland St was to be stage one of a wider laneway upgrade project that focused on strengthening linkages between Tory Street, Taranaki Street and Courtenay Place.
13. It also had a key focus around safety and surveillance to address some of the wider crime prevention issues within the area.
14. Some submissions raised concerns around the placement of planters in the street which were part of the overall laneway improvement project to improve pedestrian safety in Holland Street. As a result, WCC now proposes that the planters be removed and a white edge line proposed instead (**Attachment 4** refers).
15. Other issues outside of the project scope have arisen, such as construction works to some buildings adjacent to the site (such as seismic works to St James Theatre) and some unreinforced masonry concerns on another building, making the timing of the streetscape improvements challenging at this point in time.
16. Refer **Attachment 5** for the full Traffic Resolution documentation, including submissions and officers responses.
17. It is therefore recommended that any works other than resolving and formalising the parking in Holland Street is put on hold for the time being.
18. Formal resolution of the proposed parking layout will address challenges relating to pedestrian safety, confusion regarding parking allocation and enforcement.

Next Actions

19. Subject to the outcome of Committee, Council Officers will arrange for the resolved layout of loading bays, carparks and line marking to be implemented on site.

    Officers will monitor the construction work progress in the area and will also present a proposed programme and approach to the laneway programme at an appropriate time in the future.

Attachments

Attachment 1.	Existing Parking Layout ⇩	Page 124
Attachment 2.	March 2018 Proposed Traffic Resolution Parking Layout ⇩	Page 125
Attachment 3.	May 2018 Proposed Traffic Resolution Parking Layout ⇩	Page 126
Attachment 4.	Revised May 2018 Proposed Traffic Resolution Parking Layout ⇩	Page 127
Attachment 5.	May 2018 Traffic Resolution Report; Submissions Received; Officer Responses. ⇩	Page 128

Author	Amy Hobbs, Senior Urban Designer
Authoriser	Anna Harley, Manager City Design & Place Planning David Chick, Chief City Planner

SUPPORTING INFORMATION

Engagement and Consultation

Extensive engagement has been carried out with stakeholders on the planned street improvements for Holland Street. To enable these changes to be carried and to support the future activities of the street a number of parking changes are required.

Between December 2016 and February 2018 five stakeholder workshops and various site meetings were undertaken with local property owners, businesses and residents at which designs for the upgrade were discussed and refined.

In addition consultation has been undertaken with Emergency Services, utilities providers, NZ Police, Wellington Venues and WCC internal teams including Transport, Parks, Sport and Recreation, Events, Arts, Property and Community Services.

Treaty of Waitangi considerations

There were no specific considerations as part of this paper.

Financial implications

The project is to be paid for out of the $4.5m allocated towards Central City Framework projects in the CBD as part of the wider Laneways program in Wellington City.

There are no unforeseen costs associated with this work.

Policy and legislative implications

This project is consistent with the aims of Wellington Towards 2040: Smart Capital and the Urban Growth Plan.

Wellington Towards 2040: Smart Capital sets a vision for Wellington which puts people at the centre and emphasises the importance of improving the city's public pedestrian and cycling infrastructure; placing active travel modes at the top of the Transport hierarchy. The Wellington Urban Growth Plan builds on this and seeks to deliver a compact, liveable, resilient city set in nature.

Risks / legal

Risks will be managed through the project steering group and with the input of the Legal & Risk and Assurance teams as necessary.

Climate Change impact and considerations

Encouraging and providing for active transport modes such as walking and cycling has a positive effect in reducing vehicle emissions and reducing the impact of transport effects on climate change.

Communications Plan

A communications plan has been developed for this project to get it to this stage. An updated plan will make people aware of the decisions of this committee and cover the communication requirements through construction and delivery.

Health and Safety Impact considered

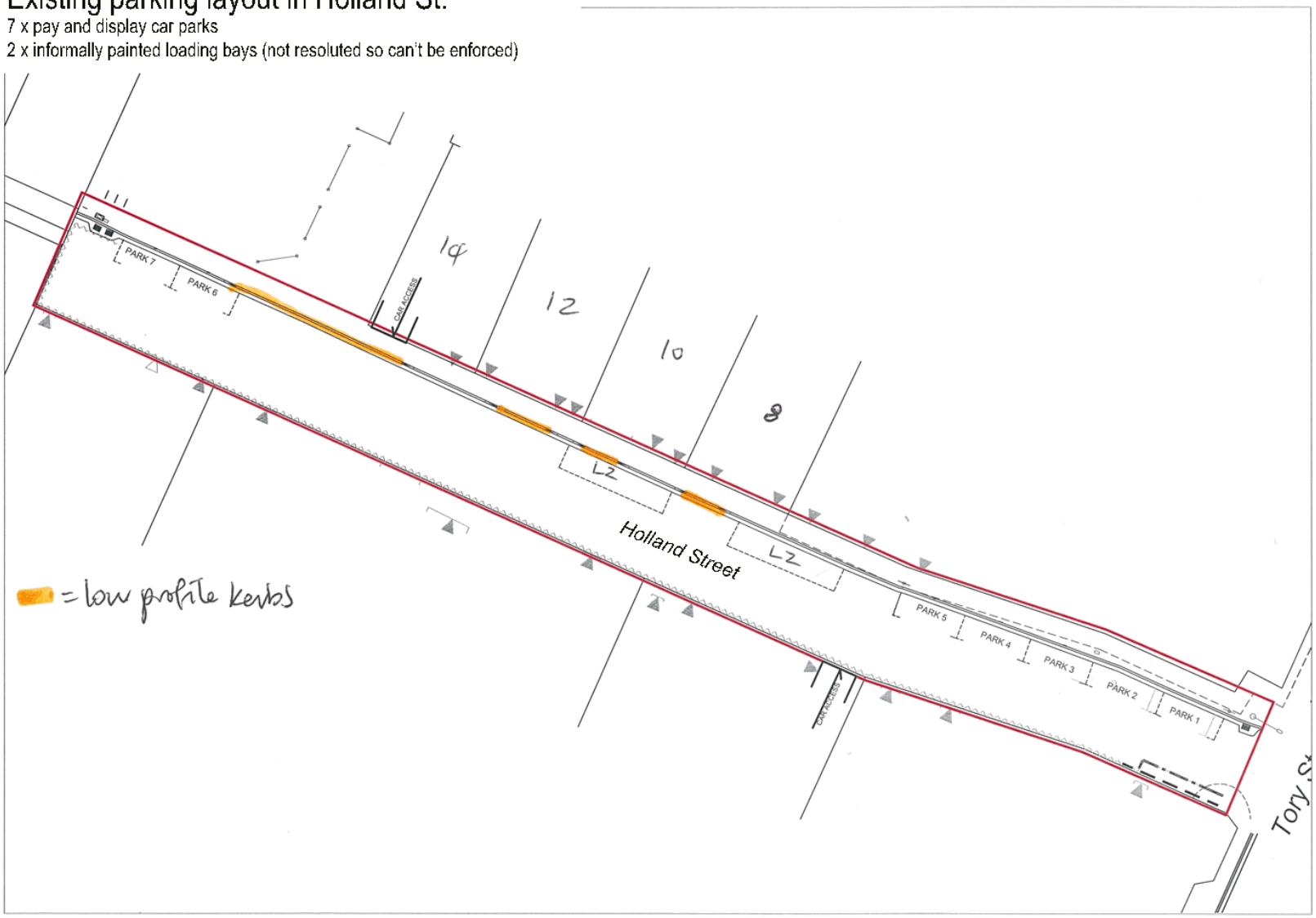
We will work closely with the Health Safety & Wellbeing team in development of contract and construction package preparation and during the delivery phase of this project.

All consultants and contractors on site have approved health and safety plans in place.

WCC will monitor the operation of Holland Street if changes to the layout are implemented.

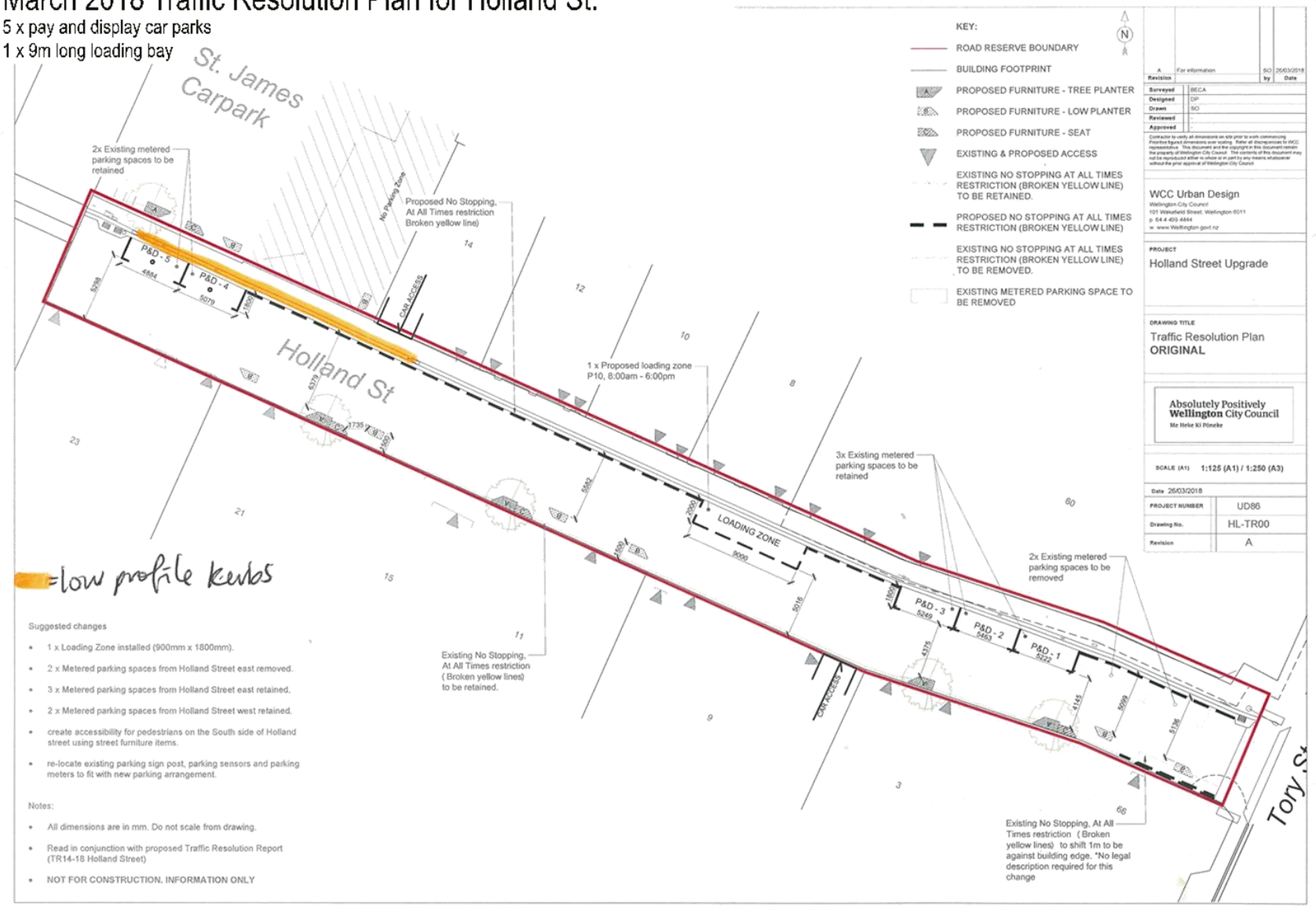
Existing parking layout in Holland St.

7 x pay and display car parks
2 x informally painted loading bays (not resoluted so can't be enforced)



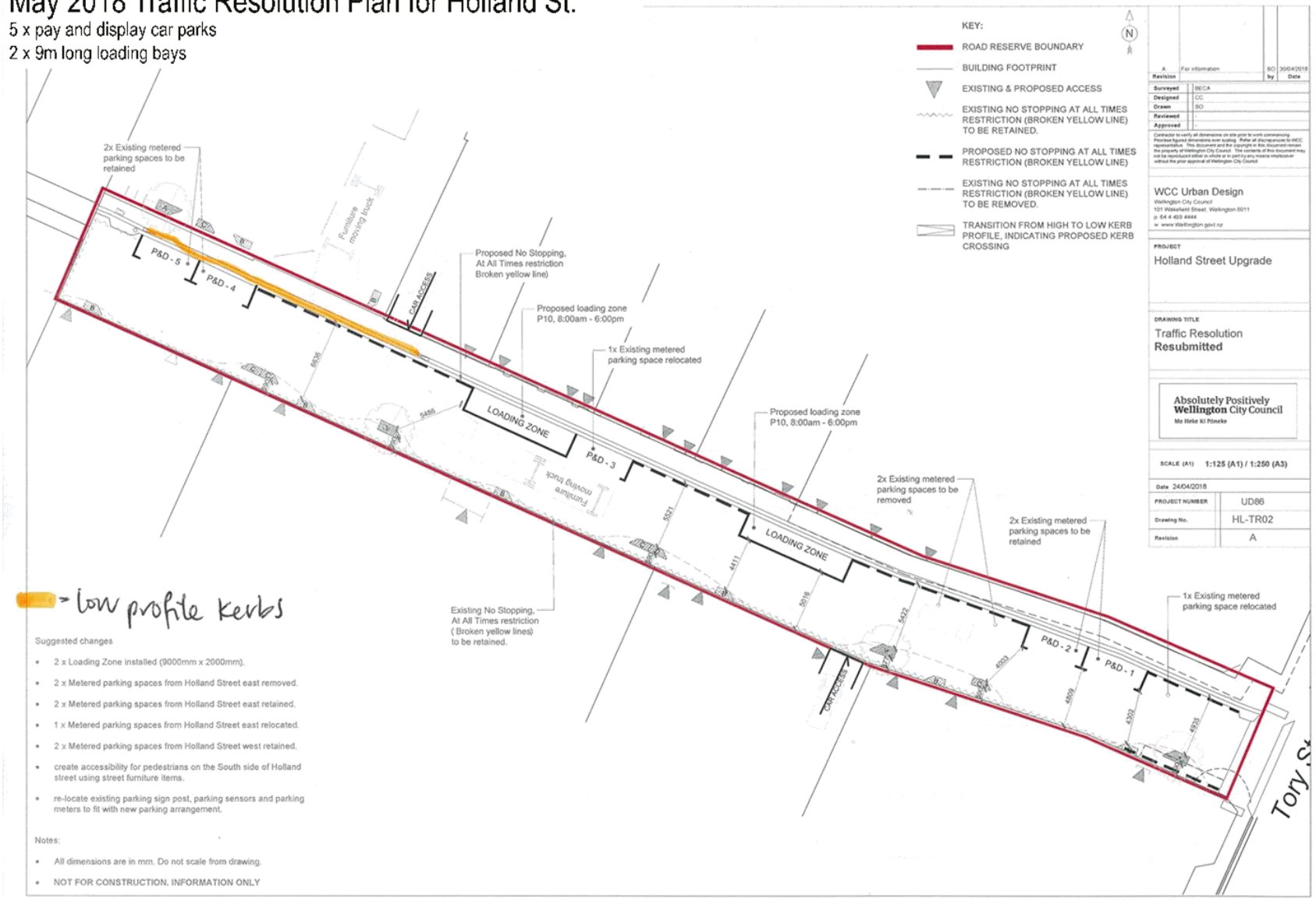
March 2018 Traffic Resolution Plan for Holland St.

5 x pay and display car parks
1 x 9m long loading bay



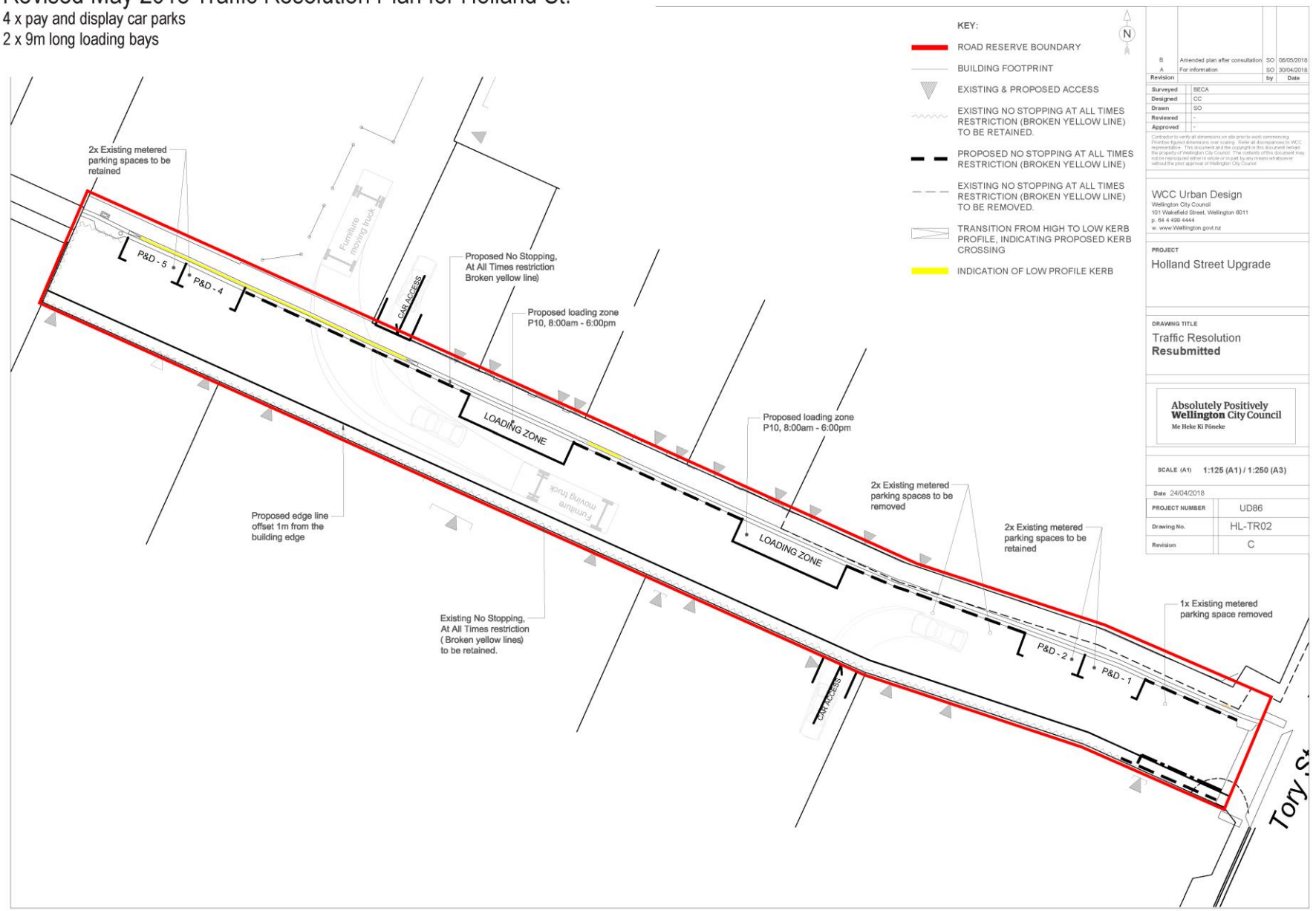
May 2018 Traffic Resolution Plan for Holland St.

5 x pay and display car parks
2 x 9m long loading bays



Revised May 2018 Traffic Resolution Plan for Holland St.

4 x pay and display car parks
2 x 9m long loading bays



PROPOSED TRAFFIC RESOLUTION

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Reference Number: TR14-18

Location: Holland Street - Te Aro

Proposal: Installation of two Loading Zones and removal of two metered parking spaces and No Stopping restriction.

Revision of current associated signage and road markings in place after public consultation in December 2017 and feedback on the proposed Holland Street Traffic Resolution presented to the City Strategy Committee on 15 March 2018.

Information:

Background

The Holland Street upgrade will transform the street into a pedestrian friendly environment with enhanced, safer linkages to York Street, St James Theatre laneway and the surrounding main streets of Tory Street, Taranaki Street and Courtenay Place. It will also create a more active, flexible space to facilitate temporary events and support surrounding businesses.

Aims of the project:

- Upgrade Holland Street to a pedestrian friendly street, improve connectivity, enhance the wayfinding and encourage different activities;
- Enhance lighting to improve safety and resolve Crime Prevention through Environmental Design (CPTED) issues such as poor sightlines, antisocial behaviour and vandalism;
- Create flexible space for both permanent and temporary uses; and
- Create a safer, more inviting streetscape to encourage use throughout the day.

Proposals include repairs to footpath surfaces, additional lighting, art features, planters and street furniture.

Location

Holland Street is located one block south of Courtenay Place and abuts Tory Street. It is a dead-end road edged by a mixture of residential, commercial and hospitality businesses. It is a key pedestrian connection between Tory and Taranaki Streets and Courtenay Place. The street is currently heavily used by pedestrians and delivery vehicles.

PROPOSED TRAFFIC RESOLUTION

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Existing situation
Holland Street currently contains seven metered parking spaces. Five at its eastern end, near the junction with Tory Street and two at its western end.

A narrow pedestrian path runs the length of the northern side of the street. On the southern side of the street there is no footpath and ground floor tenancies open directly onto the roadway.

Proposed situation
It is proposed that two 9m long Loading Zone (P10 Maximum, Monday to Sunday 8:00am – 6:00pm) is created and two metered parking spaces are retained at its eastern end, near the junction with Tory Street. The two existing metered parking spaces at the western end will remain unchanged. One existing metered parking space from the eastern end will be relocated to the middle of Holland Street adjacent to the proposed Loading Zone.

A 1.5m protective/accessibility zone will be created on the southern side of Holland Street through installation of planters and seating. This provides a narrow protective zone to prevent visitors walking directly into traffic, while also creating amenity for the street. The plan shows an indicative layout of the proposals.

Existing no stopping at all times restriction (broken yellow lines) will remain along the frontage of the building façade.
Broken yellow lines, demarcating no stopping areas, will run the length of the street on the northern side outside of the allocated proposed metered parking spaces and the proposed loading zones.

The minimum usable road width is 4m. Visually narrowing the roadway will encourage vehicles to travel more slowly and be alert to pedestrians and other vehicles.

A planter will be placed on the corner of 14 Holland Street to deflect traffic travelling south from the St James laneway. This creates a 1.5m protective zone for pedestrians on this blind corner, to prevent them from walking into turning traffic.

Consultation
Local property owners, residents, businesses and tenants were invited to an initial consultation workshop on 12 December 2016. Further workshops have been undertaken on;

- 13 December 2016
- 21 February 2017
- 11 April 2017
- 18 December 2017

PROPOSED TRAFFIC RESOLUTION

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Public feedback provided via the Holland St Traffic Resolution in March 2018 has contributed to the resubmission of this proposal.

Consultation has also been undertaken with the WCC Property and Positively Wellington Venues team regarding vehicle movements in relation to the St. James Theatre.

Loss of parking: 2 spaces
Replaced with: 2 loading zones (9m)

Attachment Plan A:

Traffic Resolution Re-Submission 01 May 2018

Changes made post consultation:

The Traffic Resolution Re-submission report and plan were sent out for consultation on 01 May 2018. Due to public feedback received within this consultation, Council Officers have decided to amend this plan for final submission to the City Strategy Committee.

Outline of changes following consultation;

1) Removal of P&D-3 located in front of 10 Holland Street to facilitate access to the properties loading bay, and retain the low profile kerb for this vehicle access. This change has been made due to the property at number 10 Holland Street having the right to retain their vehicle access.

2) Removal of all proposed planters. This change has been made due to concerns raised in the submitted feedback.

3) An edge line has been proposed on the south side of Holland Street to accommodate the removal of planters and offset traffic from this building edge.

Attachment Plan B:

Traffic Resolution Amended Plan for Approval

PROPOSED TRAFFIC RESOLUTION

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

1)	Key stakeholders receive proposal resubmission.	01 May 2018
2)	Feedback period closes.	07 May 2018
3)	City Strategy Committee	17 May 2018

Legal Description:

Delete *from Schedule D (No Stopping) of the Traffic Restrictions Schedule*

Holland Street	*No Stopping, At All Times*	*Northeast side, commencing from its intersection with Tory Street (Grid Coordinates X=2659108.530751 m, Y=5988751.825084 m) and extending in a north-westerly direction following the kerbline for 6 metres.*
Holland Street	*No Stopping, At All Times*	*Northeast side, commencing 79.5 metres northwest of its intersection with Tory Street (Grid Coordinates X=2659108.530751 m, Y=5988751.825084 m) and extending in a north-westerly direction following the kerbline for 10 metres.*

Delete *from Schedule F (Metered Parking) of the Traffic Restrictions Schedule*

Holland Street	*Metered Parking, P120 Maximum, Monday to Thursday 8:00am - 6:00pm, Friday 8:00am - 8:00pm, Saturday and Sunday 8:00 - 6:00pm.*	*Northeast side, commencing 6 metres northwest of its intersection with Tory Street (Grid coordinates x= 1749086.5 m, y= 5427039.7 m), and extending in a north-westerly direction following the kerbline for 27 metres. (5 parallel carparks)*

Add *to Schedule B (Class Restricted) of the Traffic Restrictions Schedule*

Holland Street	*Loading Zone, P10 Maximum, Monday to Sunday 8:00am –*	*Northeast side, commencing 37m from its intersection with Tory Street (Grid coordinates*

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	6:00pm.	*X=1749086.84 m, Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 9 metres.*
Holland Street	*Loading Zone, P10 Maximum, Monday to Sunday 8:00am – 6:00pm.*	*Northeast side, commencing 61m from its intersection with Tory Street (Grid coordinates X=1749086.84 m, Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 9 metres.*

Add *to Schedule D (No Stopping) of the Traffic Restrictions Schedule*

Holland Street	*No Stopping, At All Times*	*Northeast side, commencing from its intersection with Tory Street (Grid coordinates X=1749086.84 m, Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 11 metres.*
Holland Street	*No Stopping, At All Times*	*Northeast side, commencing 22m from its intersection with Tory Street (Grid coordinates X=1749086.84 m, Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 15 metres.*
Holland Street	*No Stopping, At All Times*	*Northeast side, commencing 46m from its intersection with Tory Street (Grid coordinates X=1749086.84 m, Y=5427040.08 m) and extending in a north-westerly direction following the kerbline for 15 metres.*
Holland Street	*No Stopping, At All Times*	*Northeast side, commencing 70m from its intersection with Tory Street (Grid coordinates X=1749086.84 m, Y=5427040.08 m) and extending in a north-westerly direction following the*

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		kerbline for 19 metres.

***Add** to Schedule F (Metered Parking) of the Traffic Restrictions Schedule*

Holland Street	*Metered Parking, P120 Maximum, Monday to Thursday 8:00am - 6:00pm, Friday 8:00am - 8:00pm, Saturday and Sunday 8:00am - 6:00pm.*	*Northeast side, commencing 11 metres northwest of its intersection with Tory Street (Grid coordinates X=1749086.84 m, Y=5427040.08 m), and extending in a north-westerly direction following the kerbline for 11 metres. (2 parallel carparks)*

Prepared By: **Claire Cedretto** **(Senior Urban Designer)**

Approved By: **Anna Harley** **(Manager City Design & Place Planning)**

Date: 30 April 2018

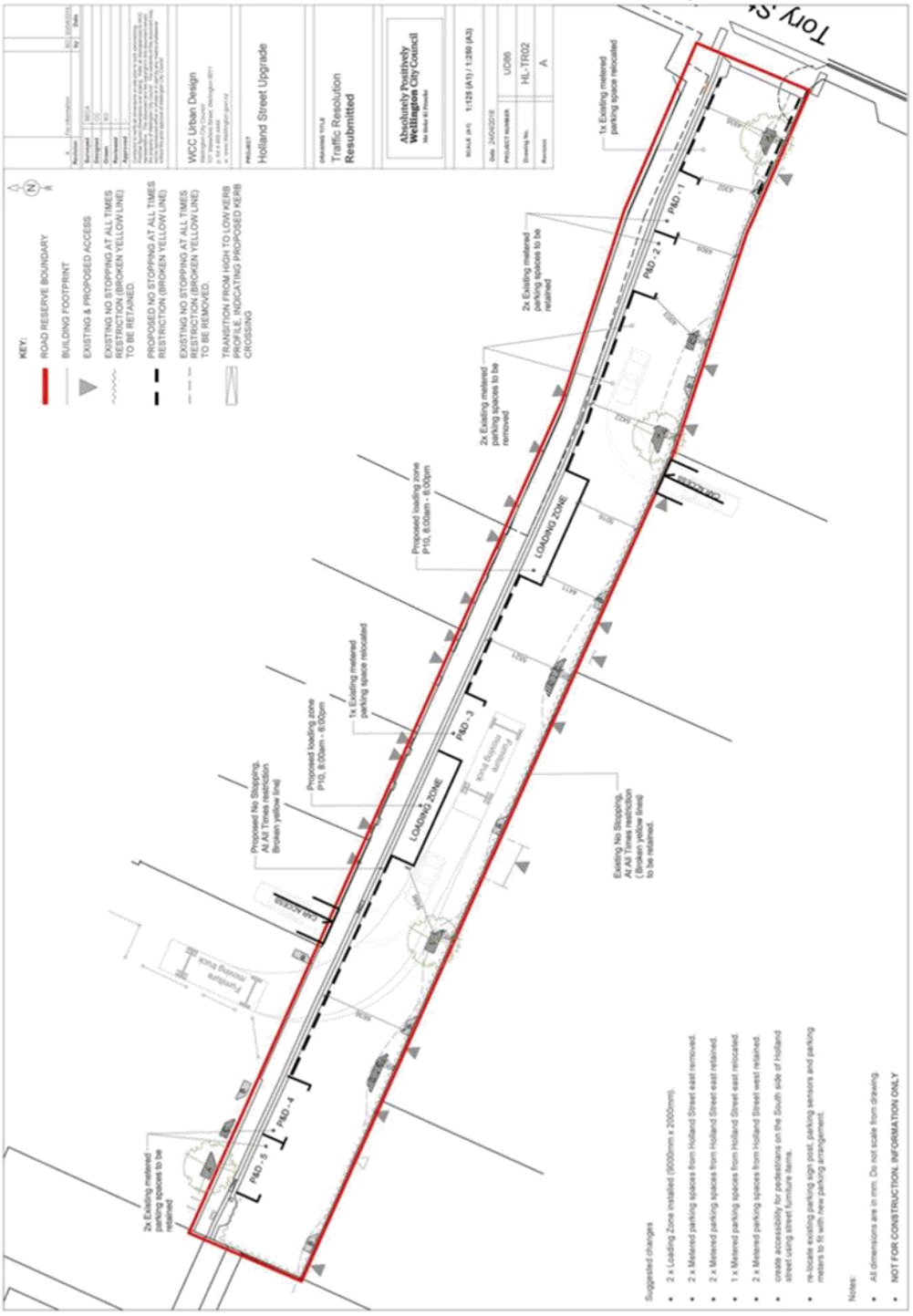
WCC Contact:

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Phone: +64 499 4444
Email: UD.Holland@wcc.govt.nz

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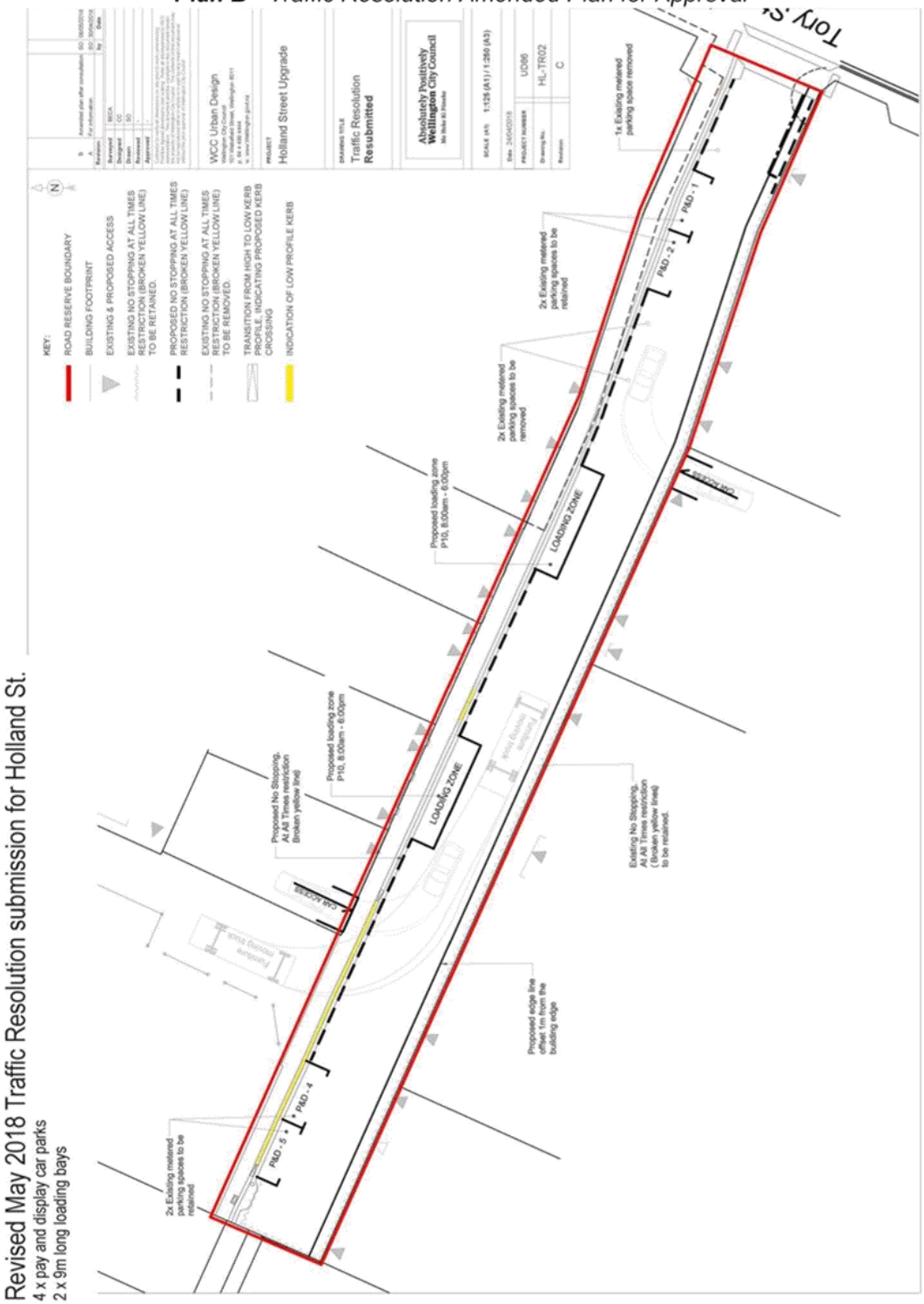
***Plan A** - Traffic Resolution Re-Submission 01 May 2018*



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***Plan B** - Traffic Resolution Amended Plan for Approval*



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Submitted Public Feedback (responding to Traffic Resolution Re-submission 01 May 2018)

Total number of submissions: 16

Proposal opposition	9
Proposal support	7

Executive summary

16 submissions were received. Public benefit is the priority, their comments have been noted.

Two couples submitted feedback as individuals overstating their claim:

- Troy Kelly and Kaye Su are partners and live together in 8 Holland St.
  - They are representing their concerns as two separate submissions overstating their claim. Further to this, within the March 2018 Traffic Resolution (TR) Troy said he was representing himself and two businesses. Troy has one business (a recording studio) on the ground floor of 8 Holland Street.
- Vanessa Robson and Jim Marsden are partners and live together at 9 Holland Street.
  - They are representing their concerns as two separate submissions overstating their claim.

- There have been ongoing emails with Troy Kelly, Kaye Su and Vanessa Robson in regards to their perceived concerns including the offer to meet with them to discuss in detail. Concerns raised by Troy Kelly, Kaye Su and Vanessa Robson within consultation meetings are the same concerns they present within their submitted feedback. We have responded to all of these concerns with reasons behind the decisions made, to reassure that some concerns raised are in fact not to be of concern and are accounted for in the proposed design.

Submission summary

Concerns raised	**WCC responses**	
That the design does not cater for the amount or type of vehicle use	The decision to reduce parking within Holland Street is in response to a multiple of insights brought to our attention during the consultation period. There is a need for flexible parking for business operations, deliveries and moving trucks. The proposed two loading zones aim to reduce congestion by allowing higher turnover of these vehicle movements.	
Removal of car parking	There are 7 Pay & Display carparks existing on the street. This TR proposes to formalise the parking on the street with a total 9 parking bays; 4 of which have been allocated as 9m long loading bays during the day but provide 4 unmetered car parking bays after 6pm.	
Placement of furniture items and width of road not enabling traffic movements.	Due to the submitted feedback within this report, WCC have decided to remove the planters from the final submitted Traffic Resolution plans that will be presented to the City Strategy Committee.	

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Emergency fire trucks access	The NZ Fire Department has approved the Holland Street design and has no concern about access.	
Pedestrian access through Holland Street	Council Staff have oversite of the St James works to ensure public safety is obtained for the duration of the works. Council is working with the Wesley Church to provide 24/7 access through to Taranaki Street as a safe pedestrian access.	
Accommodating temporary works for private buildings	WCC has existing previsions in place to enable temporary works for private property to take place. This is facilitated through our (CAR) Corridor Access Request process and can be found on the WCC website.	
Maintenance	Some laneway projects are on private land, in which case the maintenance is the responsibility of the owners in the street. As Holland Street is a public road, maintenance processes are in place to address upkeep of the street and design elements.	

Submissions Received

1.0 **Name:** Rosemary and Steve Christian
Agree: Yes

We are the owners of Apartments 203/204 in the Monvie building at 15 Holland St. Having received the councils latest proposal from our body Corp secretary we wish to give our support to the changes proposed. We were originally in favour but regretfully didn't voice our support.
The addition of loading bays will really improve our accessibility while the other features will be a real plus for safety and improve the look of the area.

2.0 **Name:** David Dowsett
Agree: Yes

All good with us the closer you can get the loading zone to our driveway the better.

3.0 **Name:** Francesca
Agree: Yes

As a tenant at the shared office space at 9 Holland Street, I am happy with these plans. I look forward to seeing this street done up and given a bit more character.

4.0 **Name:** Marie Jepson
Agree: Yes

Thumbs up from us @ 23 Holland Street.

5.0 **Name:** Mike Mellor
Agree: Yes

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Living Streets Aotearoa thanks the Council for this opportunity to submit on this Traffic Resolution. We would like to be heard in support of this submission.

The text below repeats our original submission on this Resolution, which for some reason was not mentioned in the agenda for the City Strategy Committee meeting where that Resolution was considered. We submit that this sign (and other similarly inaccurate or misleading signs) be amended so that they indicate the true nature of the street referred to.

We support this proposal, providing an enhanced pedestrian experience on a well-used walking route - though WCC signage at the Tory St end denies that a through route exists, clearly saying "No Exit". There is no exit for vehicles, but that is not the case for people.



We strongly submit that all similar inaccurate signs be reviewed, such vehicle-centric signage being inappropriate and inconsistent with WCC plans, policies and strategies.

Officer Response: Thank you for your input and support. We will be reviewing signage and wayfinding as part of the wider Holland Street project.

6.0 **Name:** Louis
Agree: Yes

Having reviewed the revised proposal, I can confirm that I am supportive of them. The approach to the parking spaces should mean it is no negative impact on the ability to park on Holland Street. Further, I believe the street furniture will make it safer to walk down the road - at the moment I leave my residential accommodation and emerge immediately onto the road, as there is only a pedestrian footpath on the opposite side of the road.

7.0 **Name:** Patrick Rogers
Agree: Yes & No

I am generally in agreement with the proposal. I think it is a desirable and very positive change for the people that live in and around the street. I have seen the benefits in the other streets that have had a similar conversion. In respect of the planned changes to the street, it appears my driveway at 10 Holland Street has been blocked with P&D3. I do NOT accept this as I will not be able to drive vehicles in an out through the roller door on the ground floor.

Officer Response: Thank you for your general support of the project. Your concern raised about P&D3 blocking your vehicle access has been address immediately and will be excluded from the final submitted Traffic Resolution that will be presented to the City Strategy Committee.

8.0 **Name:** Leon Henry
Agree: No

PROPOSED TRAFFIC RESOLUTION

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I am also a resident on Holland St and it has been brought to my attention about the new proposal on creating a more environmental friendly street.

I have also had a word to a few other residents and business workers/owners on the street and we all agree that limiting parking spots on the street that is already a difficult place to park will make things even harder. I say this because I watch how many people walk through our street from my window everyday and the majority of these people is the residents/workers etc. It is already a tough situation at the moment with the car parks we have access to now and can't imagine what it would be like if more spaces were taken away.

This is just my opinion and hoping there is way where we can come to a conclusion with the council where it can still work for the residents on the street.

Officer Response: There are seven existing Pay and Display carparks on the street and two existing loading bays. The existing loading bays are informally painted and not resoluted to date (i.e. can't be legally managed/enforced). This resolution will enable the loading bays to be managed and enforced and will provide much needed loading bay facilities in Holland St during the day (8am-6pm).

This traffic resolution proposes to formalise the parking on the street with a total of four Pay and Display parking bays and two 9m long loading bays during the day (8am-6pm). The 9m long loading bays will be unmetered car parking bays after 6pm. This decision to include unmetered bays was made in response to feedback received during consultation stating a need for flexible parking.

9.0 **Name:** Jim Marsden (Partner to Vanessa Robson)
Agree: No

I oppose the idea. My family and I have lived and worked at 9 Holland Street for the last twenty years, so I have seen the street slowly develop to what is today. Car perks are often all taken up at the moment, including the loading zones, and informal parks. Your plan reduces the parks from thirteen to five. To me, reducing the number does not make any sense. With the reduced width, cars will have trouble passing, and trucks will be even worse. Plants and seats enable cigarette butts to build up behind them, detracting from the charm of the street. Council street sweepers will not be able to behind them. Holland St is a very windy street. The plants will become stunted and ratty. I did try to grow tough plants, but they did not survive, even with constant attention.

Generally, the residents do not want this development. It reduces the function of the street. Only having five car parks is not good for the residents or the businesses I have had contact with. They think the street should be left as it is now. Businesses have evolved over time and it is working well. This plan will ruin the street, not improve it. If it is not broke, don't fix it.

Officer Response: There are seven existing Pay and Display carparks on the street and two existing loading bays. The existing loading bays are informally painted and not resoluted to date (i.e. can't be legally managed/enforced). This resolution will enable the loading bays to be managed and enforced and will provide much needed loading bay facilities in Holland St during the day (8am-6pm).

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10.0 **Name:** Vanessa Robson (Partner to Jim Marsden)
Agree: No

I am co-owner of 7-9 Holland St where our family have lived and/or worked for more than 20 years. There are about 20 people living or working in the building.

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I'm opposed to the revised Holland St traffic resolution TR 14-18 on the grounds that

A the resolution is being presented to councillors prematurely
B the over 60% reduction in the number of carparks for anyone to use will have a significant negative impact on residents, building owners and businesses in the street.

For someone who doesn't use the street regularly, there may be some confusion over the car parking situation in the street, and the parking resolution doesn't make it clear. Holland St has 13 carparks (& depending on how they park, possibly 14). There are 7 metered carparks and space for 6 or 7 unmetered, unrestricted carparks. The parking resolution mentions only the metered carparks saying 7 metered carparks are proposed to be reduced to 5 metered carparks plus 2 10 min loading zones with yellow no stopping lines where there are no carparks. That sounds like a minor change, but in fact, considering the parking which is not metered, the proposal reduces the carparks presently available for anyone to use, from 13 to 5. That's a reduction of more than 60%, a significant change considering the number of apartments (~60) and the number and nature of the businesses in the street. I think that change will affect the street negatively.

Officer Response: There are seven existing Pay and Display carparks on the street and two existing loading bays. The existing loading bays are informally painted and not resoluted to date (i.e. can't be legally managed/enforced). This resolution will enable the loading bays to be managed and enforced and will provide much needed loading bay facilities in Holland St during the day (8am-6pm).

This traffic resolution proposes to formalise the parking on the street with a total of four Pay and Display parking bays and two 9m long loading bays during the day (8am-6pm). The 9m long loading bays will be unmetered car parking bays after 6pm. This decision to include unmetered bays was made in response to feedback received during consultation stating a need for flexible parking.

The proposed layout for parking in Holland Street will address the conflict and confusion of parking within Holland St.

A The resolution is being presented to councillors prematurely

The number and siting of the carparks is determined by the laneway concept plan which sends vehicles down a wave shaped route which veers 6 times from one side to the other. The route is directed by street furniture obstacles in sections of the south side of the street, and, opposite those obstacles, the replacement of car parking with no stopping yellow road markings. I think the parking resolution is being submitted prematurely. It ought not to be finalised before the rest of the design has been developed and undergone scrutiny. When I received this resolution I asked to see Laneway design drawings showing elevations, lighting and details of lighting, sculptural, graphic elements, surfaces, seating, planting and pots. I was told that there are no more drawings than the plan supplied with this resolution, so the Laneway project is still at an early stage. It needs to be developed more thoroughly and be offered for consultation with affected people to get feedback. After that has happened would be the appropriate time to present parking changes to councillors. I have concerns about the Laneway design as presently drawn and which plays a large part in determining the parking.

Officer Response: The consultation process to date has consisted of five consultation workshops with stakeholders; feedback received from the March 2018 Traffic Resolution; and the May 2018 Traffic Resolution re-submission. As a result of submissions and feedback received, it is recommended that any works other than resoluting the parking in Holland Street is put on hold for the time being.

Safety, health and environmental effects

I'm concerned about the concept plan which includes parking because it will

1. direct toxic exhaust fumes into buildings and towards people on seats - caused by the angle of the route to the building frontages.
2. retain vehicles in the street for longer while they are emitting noise and fumes and there will be varied braking and acceleration, exacerbating those.

PROPOSED TRAFFIC RESOLUTION

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3. create traffic confusion & increase the possibility of accidents in Holland St, and Tory St because vehicles entering one end have to wait for vehicles coming from the opposite direction to exit.
4. will force pedestrians who prefer to walk on the south sunny side of the street further into the traffic route.
5. will be difficult to keep clean because of the street furniture and intermittent parking.

Because of the wavy vehicle route, when vehicles weave up the street, their angle to the buildings will mean that toxic exhaust fumes will be directed into building openings. In the case of our building, we have a car bay in front of a workshop and the entry for Eurovintage. The car bay is the only air source for the workshop, and Eurovintage often have their entry door open. The vehicle route as drawn has a turning point at that opening, so as vehicles turn to an angle to the building, their exhaust fumes will be directed into the workshop, & at times the Eurovintage space (see the attached drawing.) Drivers will be accelerating slightly out of the curve, producing a burst of extra exhaust fumes. If people sit on the street furniture next to the turning points, they too will have fumes directed at them. All exhaust fumes are toxic and contribute to global warming, but diesel fumes in particular are a Group 1 carcinogen and also cause heart and lung disease.

Officer Response: Overall reduction of personal vehicle use will help with this cause. Due to submissions and feedback received, the planters will be removed from the final submitted Traffic Resolution Plan that will be presented to the City Strategy Committee. As a result, it is recommended that any works other than resoluting the parking in Holland Street is put on hold for the time being.

This wriggly vehicle route retains Bunnings delivery trucks in the street for longer than necessary as they have to manoeuvre around 6 corners with gear changes, braking and acceleration noise and fumes. The same applies to all traffic, but because of their size, the delivery trucks would be the most affected and would create the greatest negative environmental and health effect. A straight route would allow vehicles to move through the street as efficiently as possible, with the least impact.

At present, 2 cars can pass each other. The proposed design will mean that 2 cars coming from opposite directions will not be able to pass, and because of the complexity of the design, they may be well into the zig-zags before they come to grips with the situation. Vehicles would be forced to back through the curved route, maybe into Tory St traffic. It could well be a large Bunnings delivery truck meeting a large furniture delivery truck coming from the opposite direction. I think that street furniture, and both parked and moving vehicles in Holland St would be at risk of being damaged, and vehicles backing out of Holland St, unable to see what's happening in Tory St, could well cause accidents in Tory St. Should a driver turning from Tory St into Holland St realise before turning that they will have to wait in Tory St for some to exit Holland St, it could well be quite some time before the road is clear, and by then the traffic in Tory St could have come to a halt for some distance - maybe even affecting Courtenay Place. All those waiting vehicles will also be emitting fumes for longer than necessary. To prevent this, I think the design ought to allow 2 cars to pass each other.

People tend to walk on the south side of the street - the warmer brighter side. At the moment, there is room for people to walk in the street next to the buildings, while vehicles can drive next to them. However if they have to walk around street furniture, they'll be directed further into the vehicle route.

A large number of cigarette butts end up in the street, many of them blowing against our building and eventually into the entry and car bay. At the moment a street sweeping vehicle can clean close to the building frontages, removing a good proportion of butts and other rubbish. With planters and seats in the way resulting in a lot of inaccessible corners, rubbish will tend to gather there. It's likely to end up either against the buildings where seats and planters are adjacent to them, trapping unwanted moisture there, or in the openings of buildings.

I have noticed that plants in pots may do well for a period, but they eventually struggle and many die. There are struggling or dead plants in Egmont St laneway (photos attached to previous submission) and in Forresters Lane. Holland St has been particularly windy since the large building behind the south side of Holland St went up. That building is above the height limit, so catches the prevalent wind and bounces it back down into Holland St. The result is that Holland St is often likely to be too windy for people to want use

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proposed seats, or arrange events to be sited there (& what about the vehicles?) and is a challenging environment for plants.

The parking is integrated with the Laneway design and that design has quite a way to go before exact numbers and placing of car parking can be defined. I think that the design needs to pay more attention to health, safety, environmental emissions and ease of street maintenance.

Officer Response: General inner city disruptions and waste are expected within the central city and are factored into all WCC designs. As Holland Street is a public road, the upkeep of the street will be maintained by Council.

B How residents, building owners and businesses will be negatively affected by the reduction of carparks

The proposal reduces the number of carparks in the street (some of them presently unmetered with no restrictions) that are presently available for anyone to use from 13 to 5 plus 2x2car 10 min loading zones 10 min max loading zones. There will be only 5 carparks available for anyone to use. Residents, building owners and businesses will be negatively affected by that reduction.

It will be likely to:

1. shorten the period people would be willing to stay in the street
2. narrow the range of people and businesses willing to stay in the street
3. narrow the range of people visiting the businesses in the street,
4. and consequently financially affect owners of businesses and property in the street.

Effect on residential use

There are presently approx 60 apartments in the street depending on parking in the street.

Residential use, to be attractive to a wide range of people, requires readily available parking close by for:

1. parents dropping off babies and their equipment,
2. people with reduced mobility because of age, disability, accident or illness
3. people dropping off heavy loads of supermarket shopping, furniture, equipment etc
4. people loading up and unloading for holiday trips or for family/friend events where they need to carry picnic food, rugs, sun umbrellas etc.
5. people either with or looking after young children delivering them to and from their friends, preschools and activities
6. making it practical for visitors to call in.

There are ~ 60 apartments in the street, but the proposal has only 5 carparks, and they are for not just the residents but also for people working in or visiting businesses in the street, and with people in the general area where people tend to gather and where carparks are scarce.

The result of reducing the number of carparks that anyone can use from 13 to 5 is that living in the street will become more difficult and frustrating. Many people would not tolerate that. It would really suit only those who are young, well and fit, without young families. Even they would have to contend with parking difficulty for visiting friends and family members, and with loading or unloading vehicles.

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Officer Response: There are seven existing Pay and Display carparks on the street and two existing loading bays. The existing loading bays are informally painted and not resoluted to date (i.e. can't be legally managed/enforced). This resolution will enable the loading bays to be managed and enforced and will provide much needed loading bay facilities in Holland St during the day (8am-6pm).

This traffic resolution proposes to formalise the parking on the street with a total of four Pay and Display parking bays and two 9m long loading bays during the day (8am-6pm). The 9m long loading bays will be unmetered car parking bays after 6pm. This decision to include unmetered bays was made in response to feedback received during consultation stating a need for flexible parking.

Effect on commercial use

There is a wide range of businesses in the street, several requiring readily available parking. 7-9 Holland St has about 10 businesses in it, some requiring parking to be readily available.

Our own business, Small Constructions, is involved with film and theatre set construction and estimation. It has been involved in most of the big films filmed in Wellington, e.g. The Hobbit, Lord of the Rings, Avatar 1, Ghost in the Shell and now Avatar 2 & 3 are coming up. It also builds sets for plays at the city theatres and for the recent arts festival. It requires vehicles to be parked close by for fetching materials throughout the day, and for loading segments of sets and equipment. This business supports the arts, a field I believe the city is keen on and likes to support. Without readily available parking, the business would be severely handicapped.

Another business in our building requires several readily available carparks for it to be able to operate smoothly. In fact nearly all businesses would require parking to be readily available, if not for themselves, at least to make it easy for their clients to visit them.

I have spoken to owners of businesses in other buildings in the street who say they would also struggle or consider shifting without readily available parking.

There are very few types of business that can thrive without readily available parking close by. 5 carparks are insufficient to support the businesses in the street along with the residential and general area demand for parking. This street is attractive because of the wide range of activities that happen in the street. The present number of carparks (13) allows that broad range. Reduce the carparks and that range will narrow, and will take away what made the street attractive in the first place.

Officer Response: Please refer to the previous response within this submission in regards to the existing number of parks on Holland Street and reasons for proposing two 9m long loading bays. One of These proposed loading bays is located directly opposite your building and can be used for your business purposes outlined within you're submission.

Thank you also for sharing your concern on behalf of others in your building. Three tenants within your buildings (including some of which you refer to in) have submitted their own feedback and we have responded directly to these submissions.

Effect on building owners

When people buy a building in the city, they consider how easy it would be to live and work in, and availability of parking is likely to be one of the factors. Buildings, once bought, also cost a lot to alter and to maintain, so rental income on at least part of the building would be a consideration, and availability of parking would affect that too.

When we bought 7-9 Holland St, we were happy to live, work, bring up our family and rent out space there. Parking was well catered for with parking on both sides of the street. We put significant effort into improving the building. There were several other building owners who lived and worked in their buildings with their families, also making improvements. When the parking on the south side of the street was

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removed, the street lost a lot of its appeal for us, and some of the long term building owners and residents left. With a reduced sense of community and with increased demand for the remaining parking, we decided to live elsewhere too, although we continue to run our business there.

With a further reduction in parking, more owners, businesses and long term tenants are likely to move away, eroding the sense of community further. Property owners are likely to have reduced demand for their rental spaces, and consequently reduced rental income, and they'll be unwilling to spend as much on improvements. After some time, the quality of the buildings in the street will be likely to decline.

I think it's unfair on people who have often borrowed heavily to buy and improve a building to significantly change availability of parking. It can completely change the viability of the use of the building. From my point of view, reducing 13 carparks that can be used by anyone to only 5 is unfair on building owners, and is likely to be detrimental to the street.

On the whole, the street is presently working well and doesn't need big gestures. There are subtle ways of improving the street without creating those negative effects, e.g.

- some form of vertical definition at the west end of the street next to the St James carpark, and possible some seating there
- consideration of how to make the footpath more attractive e.g. surface material
- an element at the west end of the street to provide a focus
- improving lighting, in accord with the slightly industrial nature of the street, rather than with party lights

I'd like councillors to reject this traffic resolution on the grounds that the present Laneway design, which is integral with the parking, still needs further work, and that the 60% reduction in carparks available for anyone to use is inappropriate considering the demand. As the design is presently, there are negative environmental, health and safety effects and it will reduce the street's functionality for residents and businesses. In the long run that's likely to result in a predominance of short term tenants and fewer building owners living and working and investing emotionally and financially.

11.0 **Name:** Brett Newell
Agree: No

We acknowledge you and your associates have kept us well informed on this project.
We have now reviewed the latest updates on the Holland Street Upgrade proposals.
As you are aware EuroVintage Ltd is a long established independent premium wine and liquor distribution business which deals with all sectors – Grocery, Retail Trade Hotels and Restaurants. The company, which has been trading since 1984, has won numerous service awards in Wellington (and elsewhere) as an integral part of the Hospitality sector which makes such a strong contribution to making the City such a desirable destination.
Our stock Distribution is now handled from Auckland and the office in Holland Street (of which we are a tenant) provides for four Wellington based permanent staff. We have a dedicated carpark in the Distinction Hotel carpark. Temporary parking as our staff come and go is critical to the service we provide throughout the City and greater Wellington area.
The Holland Street site at number 9 has served the company well.
We had hoped the project to make radical changes to Holland had run its course after the recent Council Meeting where they met such opposition.
We are not supportive of the Project proposal for Holland Street which is in our view inappropriate.
It would affect the practical business nature of the street which unlike Egmont Street does not contain hospitality businesses other than the two restaurants on Tory Street.
It is hard enough to come and go now let alone with a raft of chicanes in place. The current shambles in lower Tory Street should be sufficient evidence of how unworkable putting in planters and seating are in what is primarily an established multi functioning business area.
We are very concerned with the proposed project's impact on our ability to continue to conduct our business from the office if it proceeds.

PROPOSED TRAFFIC RESOLUTION

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New lighting – yes. Tidy up the footpath – yes. Anything else – not necessary or actually detrimental like the proposed parking changes.

We are aware our views are widely shared in the street, by other business and residential occupants.
We trust Councillors at the City Strategy Meeting decline to proceed with the Project.
Should you require any further clarification on this Objection please do not hesitate to let me know.

Officer Response: There are seven existing Pay and Display carparks on the street and two existing loading bays. The existing loading bays are informally painted and not resoluted to date (i.e. can't be legally managed/enforced). This resolution will enable the loading bays to be managed and enforced and will provide much needed loading bay facilities in Holland St during the day (8am-6pm).

This traffic resolution proposes to formalise the parking on the street with a total of four Pay and Display parking bays and two 9m long loading bays during the day (8am-6pm). The 9m long loading bays will be unmetered car parking bays after 6pm. This decision to include unmetered bays was made in response to feedback received during consultation stating a need for flexible parking.

Due to submissions and feedback received, the planters have been removed from the final submitted Traffic Resolution Plan that will be presented to the City Strategy Committee.

12.0 **Name:** Troy Kelly (Partner to Kaye Su)
Agree: No

With regards to UD86_HL-TR02_Holland Street_Traffic Resolution Plan 2018.04.30 I received the updated re-submission on 01.05.18 which was my first communication from the Urban Development team since it was put on 'Ice' and after publicly speaking on 15.03.18 to the City Strategy Committee in opposition to the initial traffic resolution and the design it is based on.

I am bewildered that we have not been involved in the design alterations of both the street layout and the Traffic Resolution. It is my opinion that the UD team should be working with the street stakeholders (as we had been told we would be at the 3 meetings) to get a design of the street that is acceptable before moving to Traffic Resolutions. Given this has already been put on 'Ice' surely that's a flag to work with the stake holders or at least the people who have raised these valid concerns.

So I would like to know a valid (without political jargon) reason why we have not been consulted on the design adjustment of the street and the traffic resolution?

The main reason for previous question is the design adjustment is no-where near acceptable. It doesn't address any of the major issues and still has all the flaws of the initial design that are danger to residents, building owners, businesses, customers and yes - tourists. Kaye Su spoke in depth about the fire issues, traffic issues and danger the design creates for all users. Bunnings spoke about the danger for pedestrians from their trucks. All these issues have been completely ignored. WHY? What kind of consultation and re-design do you call that?

Officer Response: The consultation process to date has consisted of five consultation workshops with stakeholders; feedback received from the March 2018 Traffic Resolution; and the May 2018 Traffic Resolution re-submission.

WCC Officers have also received and responded to many emails from you and your partner Kaye addressing the issues raised.

The design has the support of NZ Police and the NZ Fire Department.

My 2nd reason for opposition is there is still a loading zone outside my property. Again I spoke about this at my submission at length, (If you would like a copy of my speech I can provide it) but under no circumstances do I want own a building with a loading zone at its front door. This is in every way completely unacceptable. I

PROPOSED TRAFFIC RESOLUTION

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can't understand why this is so hard for your design team to grasp and understand? Again there is space to the east where it won't affect anyone. It's all in my speech.

Officer Response: The placement of the loading zones has been chosen to accommodate the variety of businesses within the street that require this flexible parking use. Due to submissions and feedback received, the planters have been removed from the final submitted Traffic Resolution Plan that will be presented to the City Strategy Committee.

So NO I do not support this minimal adjustment and traffic resolution to what is a dangerous, uninformed design and a step backwards for Holland Street.

I would like to say that I am in 100% support of the redesign of Holland Street, but want see a safe well designed and functioning solution.

13.0 **Name:** Kaye Su (Partner to Troy Kelly)
Agree: No

I do not support this design in its current state.

At the City Strategy Committee meeting on 15.03.18 I raised multiple concerns with the proposed traffic resolution and subsequent design of Holland Street. It is concerning that no one from the Urban Development Team has been in communication since then with the stakeholders to discuss this design further. Instead they have pushed ahead with the UD86_HL-TR02_Holland Street_Traffic Resolution proposed plan. It still fails to address critical issues.

I've looked at this design compared to the last one 2 months ago. The main change seems be a secondary loading zone. There are no measurements provided of the proposed seating or planter boxes from the south side of the street to verify the street measurements.

This Traffic Resolution plan and proposed street design still fails to address the fundamental problems presented at the City Strategy Committee meeting on 15.03.18. I've highlighted these again for this submission.

1. The design still shows a lack of understanding of the types of vehicles and volume that use the street on a daily basis. To date no data has been provided showing traffic volume and user flow in the street.
2. There are real concerns with wider vehicles causing blockages to the access of the street in its narrowed state. How do wider vehicles actually pass each other? How does traffic enter the street when wider vehicles are exiting? Daily delivery trucks from Bunnings, garbage trucks, recycling trucks and refrigerated delivery trucks are 2.5m wide. The proposed design seems to only cater for car widths.
3. This design takes away essential parking spaces in front of businesses. The street is home to over 20 businesses and hundreds of residents who need parking for maintenance vehicles, deliveries, visitors, clients, and residents. Where do removal vehicles park? The Mon Vie apartments have high tenancy turnover. It is not uncommon to see two removal vehicles at one time.

Officer Response: There are seven existing Pay and Display carparks on the street and two existing loading bays. The existing loading bays are informally painted and not resoluted to date (i.e. can't be legally managed/enforced). This resolution will enable the loading bays to be managed and enforced and will provide much needed loading bay facilities in Holland St during the day (8am-6pm). The portion of unresoluted road has been causing conflict and traffic build up within the street.

This traffic resolution proposes to formalise the parking on the street with a total of four Pay and Display parking bays and two 9m long loading bays during the day (8am-6pm). The 9m long loading bays will be unmetered car parking bays after 6pm. This decision to include unmetered bays was made in response to feedback received during consultation stating a need for flexible parking.

PROPOSED TRAFFIC RESOLUTION

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4. Emergency fire trucks need a minimum legal requirement of 4m clear access at all times. Due to the height of all the buildings in the street, Holland street would require aerial fire appliances to attend. These require stabilisers to go out to 6m, so firefighters can quickly put ladders up and reach the heights needed. Proposed planter boxes and seating narrow the street and cause obstructions. Proposed catenary lights (not shown in this traffic resolution design) need to be cut down in a fire emergency, slowing down critical lifesaving services. Every second counts in an emergency.

Officer Response: WCC officers have addressed your concerns raised regarding emergency vehicle access on many occasions. The design has the support of NZ Police and the NZ Fire Department and assessed by WCC Traffic Engineers. However, due to submissions and feedback received, the planters have been removed from the final submitted Traffic Resolution Plan that will be presented to the City Strategy Committee.

5. The 3 entry points to Holland Street to get to Tory Street are as follows: 1) Through the dark back alley of the Mermaids strip club. 2) Through York Street where currently the footpath is blocked off on one side to allow for months of construction. Then past the St James Theatre also starting earth quake strengthening which may go on for the next 3 years. How are the public going to be able to work safely past these construction sites? 3) Through a church carpark closed after 1030pm every night.

Officer Response: The development of York Street and the St James laneway are part of the larger project, Holland Street is stage one for this area. This has been communicated at the consultation workshops.

Due to submissions and feedback received, the planters have been removed from the final submitted Traffic Resolution Plan that will be presented to the City Strategy Committee. It is also recommended that any works other than resoluting the parking in Holland Street is put on hold for the time being, partly in response to the earthquake strengthening of nearby buildings.

6. There is a footpath on the entire north side of Holland Street. The council should be doing all they can to encourage pedestrians to use this footpath instead of forcing them into the middle of the street by placing proposed seating and planters directly in their walkway on the south side. If you put an object in someone's way, they have to walk around it.
7. There is no provision in the proposed design to take into account street building works or maintenance. What happens with building maintenance and renovations? Where is the provision for building materials, skip bins, and scaffolding out into the street? How will the 4m access be maintained then? How will the parking cater for service and maintenance vehicles?
8. Is there a maintenance program to look after the plants, rubbish, graffiti and vomit this attracts?
9. This does not address the issue of visibility brought up by Bunnings. In a large truck, your ability to see low objects i.e planter boxes is impaired. In real life, it does not leave enough turning room for a truck without smashing into a planter box. The planter box/seat located directly opposite the Bunnings exit needs to be removed to allow cars to reverse and turn around in the street. Please try this yourself in various size vehicles to see the actual room you need.

We want to work with the council to make Holland Street a success for all involved; pedestrians, businesses and residents. As stakeholders we have requested numerous meetings with the Urban Design team to discuss this design and the critical issues. No one has followed this up from the city council.

Officer Response: Meeting requests to discuss in detail have been responded to by WCC officers. Points 6-9 have been responded to through the consultation process. Please refer to the Executive Summary on page 8 of this document for further summary on some of the points raised within you're submission.

14.0 **Name:** Hilary Fiennes
Agree: No

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We remain fundamentally opposed to the installation and positioning of the planters and seating along Holland Street. We believe these are unnecessary and will create problems with the two way traffic flow along Holland Street, particularly given the juxtaposition of these with the loading zones.
Vehicles do not (cannot) drive fast along Holland Street at present and we do not see the proposed street furniture as being desirable nor necessary.

The street itself is currently home to an eclectic selection of businesses which we understand are not asking for any changes to the street arrangements and indeed which could potentially be driven out by such changes. Gentrification for gentrification's sake devalues the diversity and interest of the cityscape. Central city industrial businesses are becoming rarer and rarer and it would be rewarding to see Wellington embracing this diversity rather than trying to incubate yet another street of coffee / wine bars, restaurants and takeaways.

We are very concerned that the narrowing of the ingress and egress caused by the street furniture will impede our social work team's access in and out of our site. They work with the most vulnerable elderly people and are often called out to deal with crisis situations with potentially significant deleterious consequences. While we have not experienced issues with the current street set up, Holland Street is narrow as it is and making this narrower would seem to be most illogical.

There is a quite adequate pedestrian footpath along the north side of Holland Street used regularly and safely by all our staff and a large number of Wellingtonians.
We do not see any need for increased pedestrian protection.

Absent the evidence of any statistics on the number of injuries / accidents to pedestrians / vehicles on Holland Street (which would support traffic calming measures) we remain opposed to the proposed changes.

Officer Response: Due to submissions and feedback received, the planters have been removed from the final submitted Traffic Resolution Plan that will be presented to the City Strategy Committee, addressing the concerns outlined in your submission. The portion of unresoluted road is causing conflict and traffic build up within the street. This traffic resolution proposes to formalise the parking on the street to resolve double parking and congestion.

15.0 **Name:** Joseph Beeson
Agree: No

I write on behalf of Bunnings Ltd, who operates a store at 46 - 56 Tory Street, Wellington CBD. We have reviewed the information as provided by WCC via email on 1 May 2018 and strongly oppose the proposal in principle based on pedestrian safety concerns and the detrimental effect on Bunnings ability to operate a store efficiently in this location. It is disappointing that in this new plan provided we see no improvement or any apparent consideration of feedback as previously provided by Bunnings in writing dated 21 February 2018 and as presented by the writer of this letter at the City Strategy Committee on the 15th March 2018 has been provided for in this new plan.

Please see attached the following appendices:

- Appendix 1: Approved resource consent plans
- Appendix 2: Truck tracking curves as superimposed on the previous Concept Plan as received from Council in February 2018.
- Appendix 3: Annotated Plan: HL-TR02 A. Bunnings concerns are marked in green and annotated in red on the attached plan.

Holland Street currently functions as a service access road to the carpark at the rear of the St James Theatre. Bunnings Ltd relies on Holland Street for heavy vehicle movements associated with their Tory Street store. This site is constrained in terms of potential alternatives for loading and service access. Currently, delivery and service vehicles enter via the carpark to the north of the store via Tory Street, and exit anti-clockwise via Holland Street. There is insufficient room for onsite manouevring of large vehicles. It is therefore essential that Holland Street continue to be available for heavy vehicle use at all times, and that any upgrades do not conflict with the primary utilitarian/service function of this street for Bunnings and

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surrounding businesses and activities. Restriction of heavy vehicle access on Holland Street would compromise the ongoing operation of Bunnings at this site.

Holland Street currently functions as a service access road to the carpark at the rear of the St James Theatre. Bunnings Ltd relies on Holland Street for heavy vehicle movements associated with their Tory Street store. This site is constrained in terms of potential alternatives for loading and service access. Currently, delivery and service vehicles enter via the carpark to the north of the store via Tory Street, and exit anti-clockwise via Holland Street. There is insufficient room for onsite manouevring of large vehicles. It is therefore essential that Holland Street continue to be available for heavy vehicle use at all times, and that any upgrades do not conflict with the primary utilitarian/service function of this street for Bunnings and surrounding businesses and activities. Restriction of heavy vehicle access on Holland Street would compromise the ongoing operation of Bunnings at this site.

Proposed changes:
We understand that the proposed changes to Holland Street involve the following:

- New street furniture elements on the corner of the St James Laneway and Holland Street, and on the southern side of Holland Street;
- Installation of 2 Loading zones
- Installation of No stopping restrictions on the North side of Holland Street
- Removal of 2 metered parking spaces.

Bunnings vehicles currently utilizing Holland Street:
Current delivery/service operations associated with the Bunnings Central store are as follows:

- Approximately 20-30 delivery/service trucks per week (standard 8m long medium rigid truck)
- Average of 10 courier vans per week
- Deliveries commence at 7am, with the last delivery/pickup at 4pm Monday – Friday
- General refuse is collected Monday, Wednesday and Friday by 6.30am
- Cardboard is collected every day by 6.30am.

Key concerns:

The key concerns regarding the concept design for the Holland Street upgrades relate to the potentially significant implications on the feasibility of delivery/service trucks exiting the Bunnings site via the St James laneway and Holland Street.
Appendix 2 shows the tracking requirements for the compliant 8m rigid truck turning left from St James laneway onto Holland Street as approved by Council in the recent resource consent granted for a Yard expansion at the Bunnings site.
As shown on the plan provided at Appendix 3, street furniture on the corner of St James laneway and Holland Street, and immediately south, would obstruct the tracking curves of the service trucks turning left from St James laneway onto Holland Street. Further, the distance between street furniture and the loading zone would be very tight and depending on the truck parked in the loading zone could prevent trucks from passing down the Holland Street carriageway. The street furniture would also encourage pedestrian use of the carriageway, by obstructing pedestrian movement along the edges of the street and at times directing them in to the roadway itself. This would conflict with heavy vehicle use and create pedestrian safety concerns. We understand Council has concerns regarding the speed of trucks exiting along St James Laneway and Bunnings has already committed to addressing this concern by the speed humps and yellow stop lines along the laneway agreed to by Bunnings with Council in June 2017. Additional measures are therefore not required to address this safety concern.

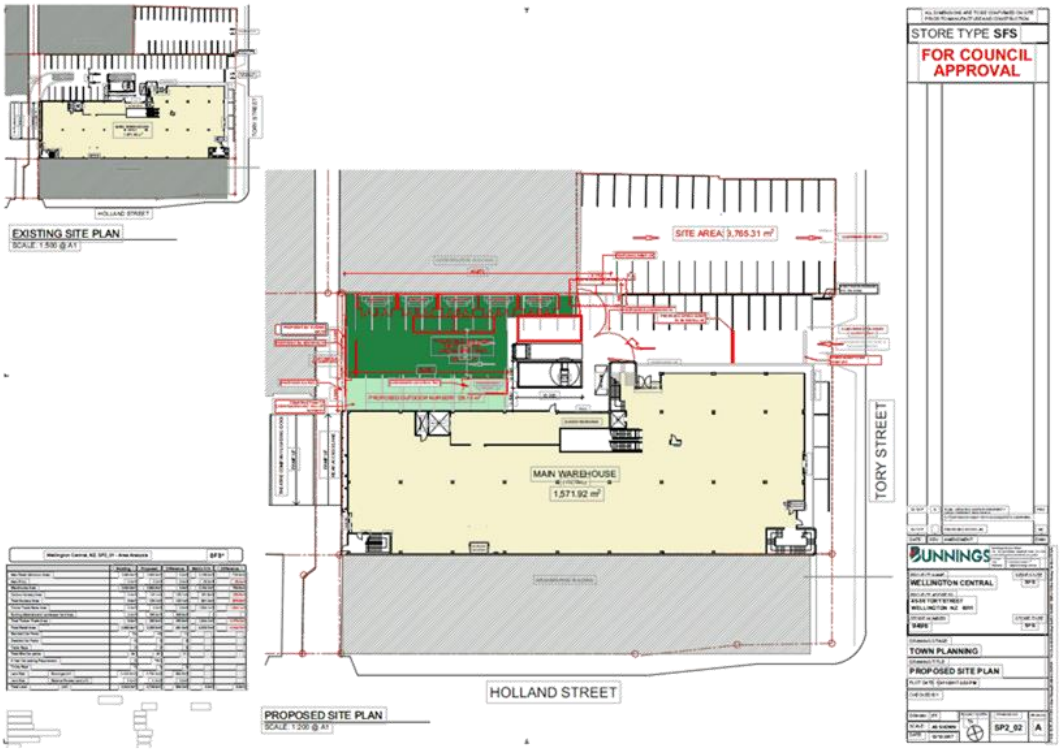
Summary:

Bunnings strongly opposes the proposed Holland Street upgrade in principle as well as the details in the currently proposed concept plan. Any upgrade to Holland Street should not detract from its primary function, and should not restrict heavy vehicle access. Any restriction on heavy vehicle access, such as by street furniture, would compromise the ongoing operation of Bunnings at their Tory Street store. Please contact me should you require any clarification or further information.

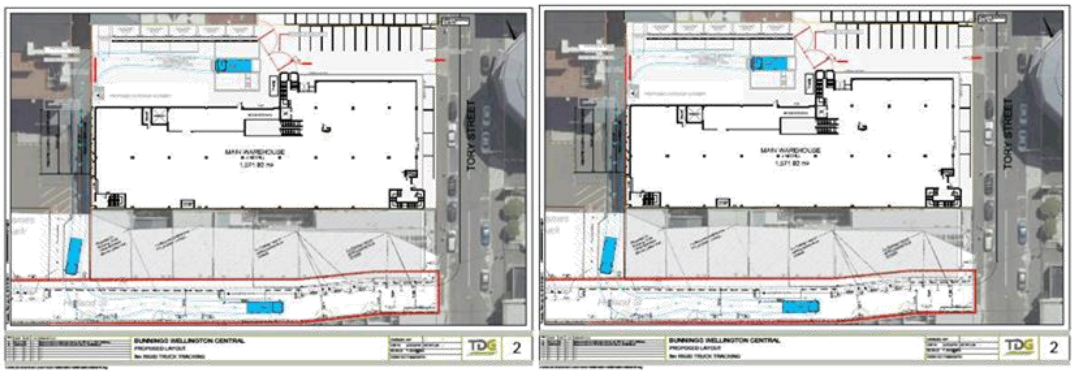
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Appendix 1: Plan as approved in Res Consent 401261 8 Feb 2018:



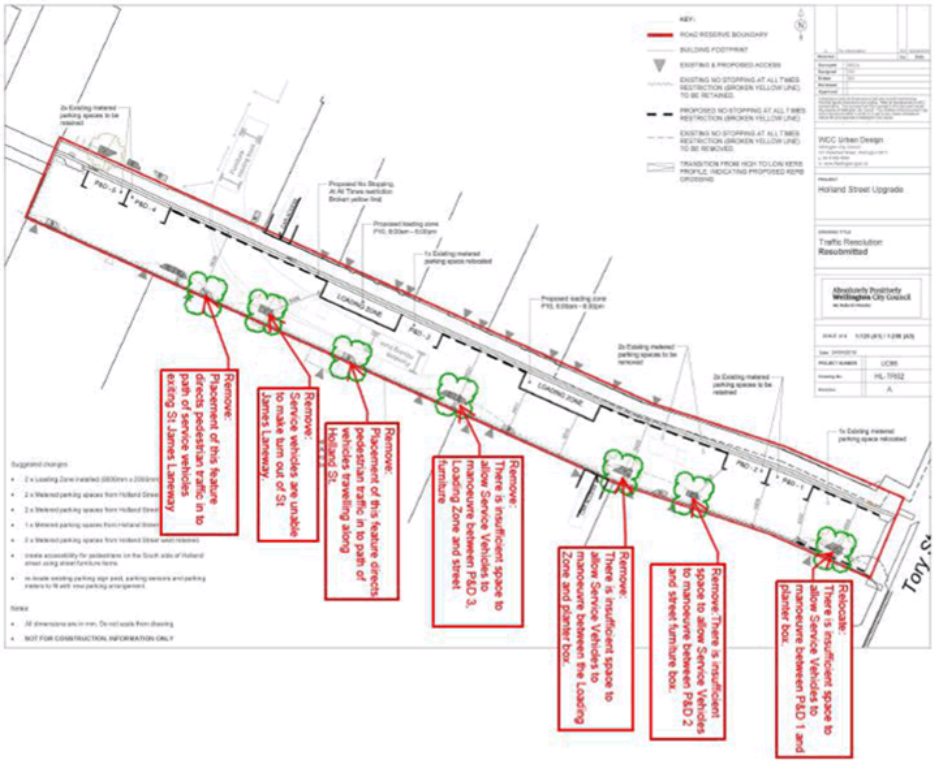
Appendix 2: Truck Turning Circles superimposed on the plans as received from WCC in Feb 2018:



PROPOSED TRAFFIC RESOLUTION

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Appendix 3: Annotated Plan received from WCC 1 May 2018. Bunnings concerns marked in green and annotated in red:



Officer Response: There are seven Pay and Display carparks existing on the street. The portion of unresoluted road is causing conflict and traffic build up within the street. This Traffic Resolution proposes to formalise the parking on the street to resolve double parking and congestion. Due to submissions and feedback received, the planters have been removed from the final submitted Traffic Resolution Plan that will be presented to the City Strategy Committee, addressing the concerns outlined in your submission.

16.0 Name: Jane Dunbier
Agree: No

I am a concerned tenant at 9 Holland St and would like to submit feedback on proposed Traffic changes to Holland St.

- First I would like to comment on the very short time frame for feedback on this proposal. We need more time to consider take time and respond.
  I would question why this work is being proposed? What purpose does is serve?
- I would like to see a full design brief on plans for Holland St. It seems premature to be making the decision on traffic flow no and near impossible to make sense of this without seeing plans
- The current use of the parks in Holland St would in NO WAY be served by the proposed changes to parking. If you spend anytime observing current use this will be very clear.
- This is a road used by many residents and businesses. It needs to adequately serve the needs of these people.
- We need parks - We need access. There are many businesses operating in this street - respect their requirements.
- The way this street is currently used needs to be evaluated and reflected in design.

PROPOSED TRAFFIC RESOLUTION

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- On general design regarding layout i.e. seats and planters. On having seen the changes recently made to Tory St. I have serious concerns about the aesthetic, layout and quality of materials used for any of these projects. We don't want to end up like lower Tory St which I find totally unusable and parking changes totally unworkable and I would imagine those businesses feel the same.

Let's not have change for change sake - we haven't asked for this. We don't want changes to the street that will make our everyday made unworkable.

Officer Response: Due to submissions and feedback received, the planters have been removed from the final submitted Traffic Resolution Plan that will be presented to the City Strategy Committee. It is also recommended that any works other than resoluting the parking in Holland Street is put on hold for the time being.

There are seven existing Pay and Display carparks on the street and two existing loading bays. The existing loading bays are informally painted and not resoluted to date (i.e. can't be legally managed/enforced). This resolution will enable the loading bays to be managed and enforced and will provide much needed loading bay facilities in Holland St during the day (8am-6pm).

This traffic resolution proposes to formalise the parking on the street with a total of four Pay and Display parking bays and two 9m long loading bays during the day (8am-6pm). The 9m long loading bays will be unmetered car parking bays after 6pm. This decision to include unmetered bays was made in response to feedback received during consultation stating a need for flexible parking.

STATEMENTS OF INTENT FOR COUNCIL CONTROLLED ORGANISATIONS

Purpose

1. This report seeks City Strategy Committee consideration of the 2018/19 Statements of Intent (SOIs) for each of the following Council-Controlled Organisations (CCOs):
    - Basin Reserve Trust
    - Karori Sanctuary Trust
    - Wellington Cable Car Limited
    - Wellington Museums Trust
    - Wellington Regional Economic Development Agency Ltd
    - Wellington Regional Stadium Trust (not a Council-Controlled Organisation)
    - Wellington Zoo Trust

Summary

2. Officers received draft SOIs and reported on these at the Council-Controlled Organisations Subcommittee meeting on 4 April 2018. The report included any issues with the draft SOIs that were expected to be addressed in the final SOIs.
3. Officers highlighted these to the CCOs and requested that they be addressed in the final SOI.
4. Officers have reviewed the final SOI for each CCO and assessed that each SOI has addressed any issues raised by the Subcommittee at its meeting held on 4 April 2018.
5. At its meeting held on 30 May 2018, the Council-Controlled Organisations Subcommittee agreed to recommend that the City Strategy Committee approve the 2018/19 Statements of Intent.

Recommendations

That the City Strategy Committee:

1. Receives the information.
2. Notes that the Council-Controlled Organisations Subcommittee meeting held on 30 May 2018 agreed to recommend that the City Strategy Committee approve the 2018/19 Statements of Intent.
3. Approves the 2018/19 Statements of Intent for:
    a. Basin Reserve Trust
    b. Karori Sanctuary Trust
    c. Wellington Cable Car Limited
    d. Wellington Museums Trust
    e. Wellington Regional Economic Development Agency Ltd
    f. Wellington Regional Stadium Trust
    g. Wellington Zoo Trust.

Background

6. Under the Local Government Act 2002, CCOs are required to submit a draft SOI to the Council by 1 March in the previous financial year. As a matter of good practice, the Council precedes this with a Letter of Expectation which outlines the Council's expectations in respect of the SOIs it will receive.

7. As the key accountability document between the Council and the Board of each entity, the approval or support of the SOI is important in confirming the strategic direction and accountability to Council of each organisation. The SOIs are attached with this report.

8. The 2018/19 SOI for Wellington Regional Development Agency Limited has been considered by the Wellington Regional Strategy Committee.

9. The 2018/19 SOI for Wellington Water Limited is considered by the Wellington Water Committee.

Discussion

10. Officers have reviewed the SOI received from each entity and acknowledge that they respond constructively to the respective Letters of Expectation and subsequent comments from the Council-Controlled Organisations Subcommittee.

11. SOIs are appended to this report.

Attachments

Attachment 1.	Basin Reserve Trust 2018/19 Statement of Intent ⇩	Page 156
Attachment 2.	Karori Sanctuary Trust 2018/19 Statement of Intent ⇩	Page 177
Attachment 3.	Wellington Cable Car Ltd 2018/19 Statement of Intent ⇩	Page 219
Attachment 4.	Wellington Museums Trust 2018/19 Statement of Intent ⇩	Page 250
Attachment 5.	Wellington Regional Economic Development Agency Ltd 2018/19 Statement of Intent ⇩	Page 281
Attachment 6.	Wellington Regional Stadium Trust 2018/19 Statement of Intent ⇩	Page 320
Attachment 7.	Wellington Zoo Trust 2018/19 Statement of Intent ⇩	Page 349

Author	Warwick Hayes, Project Manager Economic & Commercial
Authoriser	Danny McComb, Manager Economic & Commercial

SUPPORTING INFORMATION

Engagement and Consultation

The organisations in this report consult with the Council on a wide range of matters as part of our "no surprises" relationship.

Treaty of Waitangi considerations

This report raises no new treaty considerations. Where appropriate the entities do consult with the Council's Treaty Relations unit, and with the Tenths Trust, as part of normal operations.

Financial implications

The CCOs work within the context of the Council's overall Long Term Plan and Annual Plan framework.

Policy and legislative implications

This report complies with the legislative requirements of the Local Government Act (2002) and is consistent with existing Council policy.

Risks / legal

Not applicable.

Climate Change impact and considerations

The CCOs work with the Council and other organisations in considering the environmental sustainability of their operations, including with the Council's Our Living City programme.

Communications Plan

Not applicable.

Health and Safety Impact considered

Not relevant.

Statement of Intent 2018-19
Basin Reserve Trust

Presented to the Wellington Council Controlled Organisations Sub-Committee
pursuant to Schedule 8 of the Local Government Act (2002)



Contents

Introduction 3
Strategic Direction 4
Nature and Scope of Activities 5
Board's Approach to Governance 6
Operating Environment Update 7
Performance Measurements 8
Additional Information 9
Organisational Health, Capability and Risk Assessment 11
Appendix: Accounting Policies and Financials 12

Introduction

Momentum continues to build for the Basin Reserve Masterplan and the Trust is pleased to report that the RA Vance Stand works have been completed with the stand now fully functional and presented to a high standard. The renovation works on both scoreboards has been completed with a major new addition being the installation of the 10m by 0.96m high LED panel at the top of the manual scoreboard. This will allow advertising to be shown on the screen during non-match days. The Kent and Cambridge Terrace entrance and interface has commenced with the majority of works completed before the West Indies Test on 1 – 5 December 2017.

These changes have been positively received by New Zealand Cricket and the media as well as the Cricket Wellington community. Members, fans and players alike are full of praise for the developments around the ground, while there is genuine excitement with regards to what the future holds for the Basin Reserve upon competition of the Masterplan.

The Basin is Wellingtons first-class cricket ground and is one of the most utilised sporting venues in New Zealand. In addition to hosting international cricket matches the Basin also hosts to a full domestic and community programme.

The Wellington Blaze (women) and Wellington Firebirds (men) play their home games at the Basin Reserve and the venue also hosts an array of community cricket fixtures including the annual Governor Generals game, women's and men's club cricket and primary, intermediate and secondary school games. The facility is heavily used as a training venue, with first-class training wickets produced for Cricket Wellington's domestic and age group teams and world class training wickets produced for the requirements of international sides. Cricket Wellington also run a number of junior cricket get-into cricket skills days at the Basin.

As planning for the remaining major works progresses, the Trust looks forward to several projects being completed over the winter. This includes the construction of the new players pavilion and the development of the Southwest Terraces, which will include a specifically built children's play area established for greater usage by young families. This will promote the Basin as a community friendly facility and will be accessible all year round. The recently completed function areas in the RA Vance Stand are now available and will add great value to the venue. The Trust is also committed to supporting the retention and refurbishment of the historic Museum Stand which is crucial to providing additional capacity in the ground. The significant heritage of the stand cannot be underestimated, and it will also serve as the main office for Cricket Wellington upon completion.

The Trust is committed to an aggressive fundraising programme to support Wellington City Councils investment and ensure all planned projects can be adequately funded. The initial focus of the Trust is to raise funds for the Southwest Terraces and the Museum Stand. Work also continues on securing a naming rights sponsor for the Basin Reserve. An external agency has been engaged to assist with this and a number of positive leads are being followed up

In addition to the Masterplan, the Basin Reserve Trust has received positive reports from New Zealand Cricket regarding the wicket block, with a significant increase in pace and bounce which has raised the consistency of both of these factors. Since the removal of senior rugby from the Basin Reserve, the soil profile is much cleaner with the Organic Matter % (OM%) now within the acceptable levels as recommended by the International Cricket Council. Wellington Rugby will continue to utilise the ground for junior rugby on Saturdays

(six games per weekend for over 60 children) while Capital Football will run junior football on Sundays (12 games per weekend for over 90 children). This enables the Basin to maximise usage of the venue all year round, with an average of 18 games played per weekend across both codes, as opposed to one senior game previously.

2017 has been another positive year for the delivery of events as we aim to retain the Basin Reserve's status as the 'premier cricket venue in New Zealand'. Cricket Wellington has successfully hosted the West Indies Test Match as well as two One-Day International fixtures against Pakistan in January. The international activity has complemented another full schedule of Domestic cricket this season, including two Plunket Shield fixtures being played in October for the first time in a number of years due to early preparation of the wicket block. Other events have included 'Beers at the Basin', which was an extremely successful event that showcased some of the best craft breweries, local wineries, street food and music within the Wellington region. The attendance for this event was 5500, which highlights the demand for the Basin as a venue for alternate events outside of the cricket calendar.

The Basin Reserve Trust is highly committed to ensuring it continues to provide significant opportunities at the grassroot level for all community and junior sport. This is highlighted by the desire to host club, secondary school and primary school cricket finals across both male and female competitions. This ensures that the ground is available for a wide range of users and that the Basin Reserve can be enjoyed by everyone. The Trust also continues to nurture relationships with other sporting codes, such as athletics which saw a 'Night of Miles' event return to the venue in December, to establish the ground as a multi-purpose facility. Surrounding schools make use of the venue for events such as their annual cross country.

The Basin Reserve Trust is also working with the Wellington Regional Economic Development Agency (WREDA) events team to ensure a steady stream of non-cricket event bookings that complement an already busy schedule. The bidding process for the Future Tours Programme will begin with New Zealand Cricket in May 2018 which will allow us to lock in the international cricket schedule over the next 18 months. The Women's Cricket World Cup is being hosted by New Zealand in 2021 and we are committed to working alongside WREDA and NZC to secure a strong programme for Wellington.

Strategic Direction

Core Purpose

The objectives of the trust are stated in the Trust Deed as agreed between the Wellington City Council and the Basin Reserve Trust and are highlighted below:

1. to contribute to the Wellington City Council's vision of Creative Wellington - Innovative Capital - positioning Wellington as an affordable, internationally competitive city.

2. to manage, administer, plan, develop, maintain, promote and operate the Basin Reserve for recreation and leisure activities and for the playing of cricket for the benefit of the inhabitants of Wellington

3. to establish a long-term policy for the further development of the value of the Basin Reserve as a recreational facility and as a facility for the playing of cricket, other sports and as a venue for other community-based activities;

4. to enter into management agreements and other contracts that are necessary or desirable to achieve the objects of the Trust;

5. to promote and co-ordinate the raising of funds to assist the management, administration, maintenance planning, promotion and further development of the Basin Reserve - in a manner consistent with the achievement of council objectives;

6. generally, to do all acts, matters and things that the Trustees consider necessary or conducive to further or attain the objects of the Trust set out above for the benefit of the public of Wellington;

7. to operate as a successful undertaking, managed on a not-for-profit basis;

8. to preserve and enhance the significant and recognised heritage value of the Basin Reserve;

9. to comply with all legislative and regulatory provisions relating to its operation and performance including statutory and general Council objectives for Council controlled organisations, and to acknowledge the Councils contribution where appropriate;

Nature and Scope of Activities

The Basin Reserve Trust (the Trust) is a charitable trust and operates on a not-for profit basis. The Trustees are appointed by Cricket Wellington (2) and the Wellington City Council (2).

The Trust operates under the Basin Reserve Trust Deed, with a focus on the following responsibilities;

- Manage, develop and promote the Basin Reserve for recreation, leisure and cricket games
- Preserve the heritage value of the Basin Reserve and its assets
- Organise fundraising to help promote and further develop the Basin Reserve.

Board's Approach to Governance

The Trustees approved are responsible for setting the strategic direction for the Trust and approving the Statement of Intent and Annual Business Plan. The Trustees monitor the organisational performance and ensures that the ongoing viability of the organisation is maintained.

The Trust delegates the daily operation of the Trust to Cricket Wellington Incorporated, pursuant to a Management Agreement between the two parties.

Trust Membership

- Alan Isaac (Chair) (Wellington City Council)
- Mike Horsley (Cricket Wellington)
- Cr Fleur Fitzsimons (Wellington City Council)
- Mr John Greenwood (Cricket Wellington)

Trust Operations

The Trust meets quarterly and considers a Management Report submitted by Cricket Wellington. Additional meetings are called as required.

Performance Management

The performance of the Trust is measured in part by achievement of agreed KPI's, with regards to operational activities. The Chair of the Board will undertake an annual evaluation of Trustee performance. Further, the individual performance of Trustees is monitored by the Wellington City Council (in respect of the two Council- appointed Trustees), and Cricket Wellington (with regards to the two Cricket Wellington-appointed Trustees).

The Trust acknowledges the need for ongoing professional development opportunities for Trustees and encourages the undertaking of specialist training for identified needs. The Board will on an annual basis implement a programme that supports the identified needs. This may include programmes such as that offered by the NZ Institute of Directors (or similar) or specialist knowledge building from appropriate agencies.

Operating Environment Update

Events

The Trust has been actively working with several key partners to make the ground available in a way that is complimentary to the cricket season. In 2017 six games per weekend of junior rugby were played at the Basin. During the 2018 winter, both junior rugby (Saturday) and junior football (Sunday) will be played at the Basin exposing over 150 children per weekend to the venue. In partnership with Wellington Athletics we will continue to host 'Night of Miles' event and we as provide access to surrounding schools for events such as their annual cross country. The successful Beers at the Basin event will also become an annual fixture and we continue to work with WREDA regarding opportunities for other events to be secured

In terms of cricket in May 2018 the Basin Reserve Trust will engage with New Zealand Cricket, Westpac Stadium and WREDA to secure international cricket fixtures for an eighteen month term. In 2018/19 Sri Lanka, Bangladesh and India will tour which underlines the importance of the city presenting a strong regional case. Below the international level, domestic cricket and community cricket will see a full programme of all Wellington Firebirds First-Class, List-A and Twenty 20 fixtures in addition to Wellington Blaze and community cricket matches played at the Basin.

Masterplan Project Rollout

Work on the re-development of the Basin Reserve continued through 2017/18 with the completion of the interior of the RA Vance Stand. The interior upgrade of the RA Vance Stand was completed in Quarter 1 of 2017/18 and the improvements to the stand brought it back up to a high standard reflective of the home of Cricket in New Zealand.

2018/19 will see the following projects progressed:

- Players Pavilion
- Completion of the Kent and Cambridge Terrace entrance and interface;
- Southwest Terraces Development
- Detailed design of the changes to the Eastern grass embankments; and
- Presentation to Council of the options for the future of the Museum Stand

The Trust is keen to see momentum maintained over the winter of 2018 that should see the ground presenting well for the upcoming cricket season.

The Trust acknowledges Council's expectation that the Trust will have a significant focus on fund raising to support the Council investment in the upgrade of the Basin Reserve.

Operational Maintenance Work

Working closely with the Masterplan project, the Trust has endeavoured to complement its rollout with general repairs, maintenance and small improvements to the functionality of the venue. Of particular note is the work on the C.S.Dempstar and J.R.Reid Gatehouse which has has now been completed with the removal of the ticket booths and the internal walls in between. This work has been well received so far and has enabled much safer access in and out of the ground

Harassment Policies

The Basin Reserve Trust will work in partnership with Westpac Stadium to actively promote a safe and harassment-free environment for all staff, contractors and attendees at all sporting fixtures and events.

In line with an initiative from the International Association of Venue Managers in 2018/19 we will revisit current policies and implement preventative measures pertaining to sexual, gender, and other forms of harassment where needed and we will take an active role in developing a campaign proactively promoting respect for all.

Performance Measurements

Non-financial Performance Measures 2017-20

Measure	Frequency	Measurement	2017-18 Forecast	2018-19	2019-20	2020-21
Number of event days	Quarterly					
• Cricket Events		Cricket days	38	38	38	38
• Other Sports Events		Sports days	20	20	24	24
• Practice facility usage		Practice days	100	100	100	100
• Community Events		Other days	13	13	13	13
• Functions		Function days	17	25	25	25
Numbers attending events		Attendance figures	40,000	41,000	45,000	45,000

Non-financial Performance Measures 2018-19

Measure	Frequency	Measurement	2018-19 Q1	2018-19 Q2	2018-19 Q3	2018-19 Q4	2018-19 Total
Number of event days	Quarterly						
• Cricket Events		Cricket days	0	21	17	0	38
• Other Sports Events		Sports days	7	3	3	7	20
• Practice facility usage		Practice days	10	45	45	0	100
• Community Events		Other days	2	3	4	4	14
• Functions		Function days	6	6	6	7	25
Numbers attending events		Attendance figures	1,500	25,000	13,000	1,500	41,000

Additional Information

Response to other specific Letter of Expectation matters (if applicable)

Maintenance Responsibilities for the Basin Reserve

The Trust acknowledges the Councils desire to ensure ongoing maintenance of the venue is carried out by the Council's own team and will work to ensure that this is a successful arrangement. At the same time, the Trust believes it is important that the governance and responsibility for operational management of the Basin Reserve remains untouched. The Trust has built the venue's capability and credibility over the past 12 years, due in large part to its appreciation of the ground's unique status and heritage. It is important that this work continues, particularly as the Masterplan work unfolds.

Naming Rights Sponsor

With the Masterplan timetable close to being confirmed, the Trust now has a greater degree of certainty on what benefits can be provide to a Naming Rights Sponsor. The Trust remains confident that a new Naming Rights partner will be recruited ahead of next summer. In the short term, the Trust has engaged a third-party specialist to assist in identifying suitable partners. This third party will work with the Trust in developing sponsorship collateral for prospective partners, and pursue targets on a commission basis.

Performance Review

The Trust acknowledges the Council's expectation that a review of the Trustees performance be undertaken. The Trust will work with Council to ensure this expectation is addressed through the course of 2018-19

Health and Safety

The Basin Reserve Trustees are very cognisant of their obligations under the new Health and Safety legislation, and are committed to ensuring the Trust complies with requirements in a best practice approach. The Trust has made significant strides in the past 12 months, particularly in respect of Emergency Management Planning and compliance of third party contractors at events. The Trust is continuing to monitor and evaluate best practice in the area of Health and Safety.

Ratio of trustee equity to total assets

0.92 : 1.00 at 30 June 2019

Estimate of amount intended for distribution

There is no intention to pay out reserves to stakeholders.

Acquisition procedures

There is no intention to make any acquisitions.

Activities for which the board seeks compensation from a local authority

None.

Estimate of commercial value of stakeholder's investment

The net value of the Stakeholder's investment in the trust is estimated to be valued at $722,000 as at 30 June 2019

Other matters (if applicable) e.g. water supply services LGA requirements

None.

Supplementary information the entity wishes to include

None.

Organisational Health, Capability and Risk Assessment

The Trust undertakes the following measures to manage identified risks.

Financial and Legal Risks	• External audit and review of financial accounts (undertaken by Audit NZ) • Interests Register documented at each Trust meeting • Fraud Policy adopted by the Trust (detailing the Trust's policy for fraud prevention) • The Trust's financial matters are managed by an external Accountant, whom also sits on Trust meetings and partakes in business discussions and decision-making (as a non-voting member of the Trust's Executive)
Health & Safety	• Health & Safety policy in place, reviewed quarterly • Evacuation Procedures in place • Meet all building WOF requirements and act in the required manner on IQP reports
Operating Risks	• Routine Maintenance Plan in place to ensure facility meets a necessary standard • For cricket-specific events, the Trust meets or exceeds NZC and/or ICC set criteria

ACCOUNTING POLICIES

BASIN RESERVE TRUST
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED 30 JUNE 2019

ACCOUNTING POLICIES APPLIED

BASIS OF PREPARATION
The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting - Accrual (Public Sector) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than $2 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future.

The accounts have been prepared in accordance with Tier 3 standards, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

GOODS AND SERVICES TAX
The Trust is registered for GST. All amounts in the financial statements are recorded exclusive of GST. except for debtors and creditors, which are stated inclusive of GST.

INCOME TAX
The Trust is registered with the Charities Commission and is thus exempt from income tax under the Income Tax Act 2007. The Trust is not exempt from the need to comply with indirect tax obligations such as Goods and Services, Fringe Benefit and Entertainment and accordingly complies with those obligations that are applicable.

SIGNIFICANT ACCOUNTING POLICIES

Revenue

Grants
Council and other grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if the conditions of the grant are not met ("use or return condition"). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

Sale of goods
Revenue from the sale of goods is recognised when the goods are sold to the customer.

Sale of services
Revenue from the sale of services is recognised by reference to the stage of completion of the services delivered at balance date as a percentage of the total services to be provided.

BASIN RESERVE TRUST
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED 30 JUNE 2019

Donated Assets
Revenue from donated assets is recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the value of the asset is readily obtainable and significant.

Interest revenue
Interest revenue is recorded as it is earned during the year.

Administration and overhead costs
These are expensed when the related service has been received.

Bank accounts and cash
Bank accounts and cash comprise cash on hand, cheque or savings accounts, and deposits held at call with banks.

Debtors
Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

Property, plant and equipment
Property, plant and equipment is recorded at cost, less accumulated depreciation and impairment losses.

Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not reognised.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amounts.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of nthe asset.

Depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Leasehold improvements	1.5 to 45.5 years	(2.20% to 66.70%)
Drainage works	14 to 18 years	(5.50% to 7.20%)
Furniture & fittings	2.5 to 8.5 years	(12.00% to 48.00%)
Plant	3 to 6.5 years	(16.20% to 33.00%)

Creditors and accrued expenses
Creditors and accrued expenses are measured at the amount owed.

BASIN RESERVE TRUST
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEAR ENDED 30 JUNE 2019

Budget figures
The budget figures are derived from the statement of intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with Tier 3 standards, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

Tier 2 PBE Accounting Standards applied
The Trust has not applied any Tier 2 Accounting Standards in preparing its financial statements.

CHANGES IN ACCOUNTING POLICIES

There have been no changes in accounting policies from those used in the previous financial year.

FORECAST FINANCIAL STATEMENTS

BASIN RESERVE TRUST
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDING

	30 June 2018 Forecast	30 June 2019	30 June 2020	30 June 2021
	$'s	$'s	$'s	$'s
Revenue				
Council funding	648,993	658,967	669,191	679,671
Grants other	3,500	823	-	-
Sales of goods and services	278,000	345,100	330,100	312,300
Interest revenue	160	160	180	180
Total Revenue	930,653	1,005,050	999,471	992,151
Expenses				
Depreciation of property, plant and equipment	116,500	120,000	130,000	135,000
Costs related to providing goods and services	647,200	673,100	699,500	718,250
Other expenses	113,520	124,570	124,780	125,130
Total Expenses	877,220	917,670	954,280	978,380
Surplus/(Deficit) for the Year	53,433	87,380	45,191	13,771

BASIN RESERVE TRUST
STATEMENT OF FINANCIAL POSITION AS AT

	30 June 2018 Forecast	30 June 2019	30 June 2020	30 June 2021
Assets	$'s	$'s	$'s	$'s
Current Assets				
Bank accounts and cash	50,485	60,468	55,648	50,828
Debtors and prepayments	140,000	165,000	180,000	165,000
Total Current Assets	190,485	225,468	235,648	215,828
Non-Current Assets				
Property, plant and equipment	560,100	570,100	620,000	655,000
Total Non-Current Assets	560,100	570,100	620,000	655,000
Total Assets	**750,585**	**795,568**	**855,648**	**870,828**
Liabilities				
Current Liabilities				
Creditors and accrued expenses	94,882	53,308	68,197	69,606
Income received in advance	10,000	10,000	10,000	10,000
Unearned income	823	-	-	-
Total Current Liabilities	105,705	63,308	78,197	79,606
Total Liabilities	**105,705**	**63,308**	**78,197**	**79,606**
Total Assets less Total Liabilities	**644,880**	**732,260**	**777,451**	**791,222**
Trust Equity				
Contributed capital	100	100	100	100
Accumulated surpluses	644,780	732,160	777,351	791,122
Total Trust Equity	**644,880**	**732,260**	**777,451**	**791,222**

BASIN RESERVE TRUST
STATEMENT OF CASH FLOWS FOR THE YEARS ENDING

	30 June 2018 Forecast	30 June 2019	30 June 2020	30 June 2021
	$'s	$'s	$'s	$'s
Cash Flows from Operating Activities				
Receipts of council funding	658,000	668,000	650,000	655,000
Receipts of grants other	3,500	823	-	-
Receipts from sale of goods and services	270,000	355,000	350,000	350,000
Interest receipts	160	160	180	180
Payments to suppliers and employees	(835,000)	(870,000)	(865,000)	(865,000)
GST (net)	(12,000)	(24,000)	(10,000)	(10,000)
Net Cash Flows from Operating Activities	84,660	129,983	125,180	130,180
Cash Flows from Investing and Financing Activities				
Payments to acquire property, plant and equipment	(62,000)	(120,000)	(130,000)	(135,000)
Net Cash Flows from Investing and Financing Activities	(62,000)	(120,000)	(130,000)	(135,000)
Net Increase/(Decrease) in Cash for the Year	22,660	9,983	(4,820)	(4,820)
Add opening bank accounts and cash	27,825	50,485	60,468	55,648
Closing Bank Accounts and Cash	**50,485**	**60,468**	**55,648**	**50,828**

BASIN RESERVE TRUST
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDING

	30 June 2018 Forecast $'s	30 June 2019 $'s	30 June 2020 $'s	30 June 2021 $'s
Income				
Grant Income				
Grant Wellington City Council	648,993	658,967	669,191	679,671
Grant Other	3,500	823	-	-
	652,493	659,790	669,191	679,671
Ground Hire Income				
Ground Hire International Cricket	159,900	130,000	118,000	120,000
Ground Hire Domestic Cricket	70,000	65,000	70,000	60,000
Ground Hire Winter Sports	1,200	1,800	1,800	2,000
Ground Hire Other Events	28,000	38,000	30,000	20,000
	259,100	234,800	219,800	202,000
Other Income				
Concession Income	18,000	30,000	30,000	30,000
Sponsorship	600	80,000	80,000	80,000
Picket Fence Income	300	300	300	300
	18,900	110,300	110,300	110,300
Interest Income				
Interest income	160	160	180	180
Total Income	930,653	1,005,050	999,471	992,151

BASIN RESERVE TRUST
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDING

	30 June 2018 Forecast $'s	30 June 2019 $'s	30 June 2020 $'s	30 June 2021 $'s
Expenditure				
Building Expenses				
Repairs & Maintenance	7,000	15,000	30,000	35,000
Cleaning	2,000	4,000	5,000	5,000
Electrical Services	3,000	3,000	4,500	4,500
Fire System	8,500	9,000	9,000	9,500
Painting	1,500	2,000	2,200	2,200
Pest Control	7,500	8,000	8,000	8,500
Plumbing	1,000	3,500	4,000	4,000
Other	300	300	350	350
	30,800	44,800	63,050	69,050
Ground Expenses				
Electrical Services	3,200	3,500	3,500	4,000
Equipment Hire	-	400	400	500
Cleaning	3,500	3,500	4,000	4,000
Irrigation	800	800	800	1,000
Painting	1,000	2,500	8,000	3,000
Plumbing	5,000	7,500	8,000	8,000
Rubbish Removal	15,000	16,000	17,000	18,000
Structures Repairs & Maintenance	25,000	28,000	28,000	35,000
Turf	315,000	320,000	320,000	325,000
	368,500	382,200	389,700	398,500
Occupancy Expenses				
Gas	3,500	3,500	3,750	3,750
Electricity	19,500	20,000	21,000	22,000
Rates	32,000	32,800	33,500	34,000
Security	12,500	13,500	14,000	15,000
Telephones	2,800	2,600	2,750	2,750
Water Rates	22,000	22,000	24,000	24,000
Television	5,000	5,100	5,100	5,500
Insurance	1,600	1,100	1,150	1,200
Consumables Laundry & Toilet	16,000	12,000	13,000	13,500
	114,900	112,600	118,250	121,700

BASIN RESERVE TRUST
STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEARS ENDING

	30 June 2018 Forecast $'s	30 June 2019 $'s	30 June 2020 $'s	30 June 2021 $'s
Expenditure				
Event Running Expenses				
Event Running	125,000	125,000	120,000	120,000
Casual Staff	8,000	8,500	8,500	9,000
	133,000	133,500	128,500	129,000
Administration Expenses				
Audit	13,500	14,000	14,200	14,500
Accounting	12,000	12,000	12,000	12,000
Bank Fees	120	120	130	130
Consultants	18,000	20,000	20,000	20,000
Management Fee	68,000	68,000	68,000	68,000
	111,620	114,120	114,330	114,630
Other Expenses				
Interest Expense	-	-	-	-
Marketing	1,500	10,000	10,000	10,000
Miscellaneous	150	200	200	250
Picket Fence Expenses	250	250	250	250
	1,900	10,450	10,450	10,500
Depreciation Expense				
Depreciation Expense	116,500	120,000	130,000	135,000
	116,500	120,000	130,000	135,000
Total Expenditure	877,220	917,670	954,280	978,380
Net Surplus (Deficit) for the Year	53,433	87,380	45,191	13,771

Statement of Intent 2018-2019
Karori Sanctuary Trust

Presented to the Environment Committee
pursuant to Schedule 8 of the Local Government Act (2002)

Contents

1.Introduction **4**

2.The Strategic Partnership with Wellington City Council **6**

2.1 Wellington City 2015-2025 Ten Year Plan 6
2.2 Wellington Towards 2040: Smart Capital 7
2.3 Our Living City 7
2.4 Our Natural Capital: Wellington's Biodiversity Strategy 9
2.5 Our Capital Spaces Framework 9
2.6 Predator Free Wellington 10
2.7 The Wellington Regional Economic Growth Agenda 10

3.Strategic Direction for 2018/19 and beyond **12**

4.The nature and scope of our activities in 2018/19 ..... **13**

4.1 Objectives 13
4.2 Restoring Te Māra a Tāne and its extending halo of biodiversity 13
4.3 Building our organisation's capacity to drive transformation. 14
4.4 Creating inspiring, accessible experiences and change through example and shared passion for action. 16
4.5 Forming strong and enduring local, national and international partnerships based on shared goals. 17
4.6 Embracing Mātauranga Māori and other knowledge frameworks. 18
4.7 Being a hub where people of all ages can learn, create new knowledge and share their insights and understanding 19
4.8 Equipping people with experience and skills for a nature-rich future. 20

5.Performance Measurements **22**

5.1 KPI Scorecard 2018/19 22
5.2 Non-financial Performance Measures 24
5.3 Financial Performance Measures 25
5.4 Conservation Measures 25
5.5 Conservation Activities 26

6.The Karori Sanctuary Trust Board's Approach to Governance **28**

6.1 The Trust Deed 28
6.2 Relationship with Wellington City Council 28
6.3 Board Membership 29
6.4 Board Performance 30
6.5 Annual General Meeting 30

7.Organisational Health, Capability and Risk Assessment **30**

7.1 Organisational Health and Capability 30
7.2 Executive Team 30
7.3 Environmental Practices 30

8.Health and Safety **31**
8.1 Asset Management Plan 32
8.2 Risk Management 33
9.Additional Information **34**
9.1 Response to other specific Letter of Expectation matters (if applicable) 34
9.2 Ratio of Shareholders' Funds to Total Assets 34
9.3 Estimate of Amount Intended for Distribution 34
9.4 Acquisition Procedures 34
9.5 Activities for which the Board seeks Compensation from a Local Authority 34
9.6 Estimate of Commercial Value of Shareholders' Investment 34
Appendices **35**
Appendix A: Accounting Policies 35
Appendix B: ZEALANDIA Budget for 2018/19 38

1. Introduction

ZEALANDIA's 20-year strategy document, Living with Nature: Tiaki Taiao, Tiaki Taonga – our strategy for 2016-2035, articulates our vision for nature-rich communities where people and nature flourish and the wider Wellington region is internationally recognised as the most nature connected urban area in the world.

Since the launch in December 2016, this document has been the touch-stone of all our work and this Statement of Intent (SOI) is structured to reflect our activities and programmes against each of the key strategic themes.

In 2017/18 we have demonstrated further significant advances in all areas of our operations and our 2018/19 SOI builds on this solid platform as well as introducing some new initiatives such as the ZEALANDIA Centre for People and Nature.

Our continued conservation and restoration work within the sanctuary remain important areas of focus, and our review and subsequent implementation of key planning documents, the Restoration Strategy and Valley Management Plan, will continue in 2018/19.

In all our work, partnerships remain of critical importance and our relationship with Wellington City Council (WCC) is an essential and central component of all our activity as we aim to enhance our contribution to Wellington's reputation as a liveable and living city.

Next steps in 2018/19

This SOI sets out our plans for how ZEALANDIA will continue to add value to Wellington and meet WCC's goals as set out in the Letter of Expectations.

ZEALANDIA's strategic and operational direction remains closely aligned with the Council's 2015-25 Ten Year Plan overall, as well as other key strategic documents such as Our Natural Capital: Wellington's Biodiversity Strategy, the Our Living City Project, and the Wellington Region Economic Growth Agenda.

As mentioned above, our conservation and restoration activities in the sanctuary are fundamental to all our work and will continue in 2018/19.

Our growing engagement with Predator Free Wellington during 2017/18 will continue on a range of levels from support to local community groups through to a key role in the reintroduction of native biodiversity to predator-free areas.

Our Sanctuary to Sea project will make further significant progress in 2018/19, drawing-in a wide range of partner organisations, community groups, and local schools.

We will establish Centre for People and Nature as a key centre for knowledge generation at all levels, welcoming input from local, national and international contributors. The Centre will be based on strong and effective partnerships with key organisations and we will grow these further during this year.

Our work across all levels of education and learning remains one of our core areas of activity and through strong and growing partnerships we will continue to develop and grow opportunities at all levels. Our provision of programmes for lower decile schools will continue to develop, along with other school-age programmes.

We recognise the importance of robust and sustainable infrastructure, and welcome the Council's support in assisting ZEALANDIA in developing and maintaining fit-for-purpose infrastructure. Our current situation regarding work space for staff, volunteers, researchers and interns has now reached the point of being critically unsustainable and action will be taken in 2018/19 to explore, agree and initiate work towards both immediate and longer-term solutions.

Our work continues to provide significant opportunity for growing influence and positive impact and we have a wide range of exciting stories that can be told to mutual benefit of our partners and our city. We will continue to work closely with the Council and all our other key partners to tell these stories and deliver a range of exciting outcomes in 2018/19.

Denise Church
Chair, Karori Sanctuary Trust, Trust

Paul Atkins
Chief Executive, Karori Sanctuary Trust

2. The Strategic Partnership with Wellington City Council

As noted in our 2017/18 SOI, the Karori Sanctuary Trust (KST) formally became a Council Controlled Organisation (CCO) in 2016 and Wellington City Council (WCC) remains a key strategic partner of the Trust. In 2017/18, the WCC grant contributed 17% of the Trust's total budgeted revenue. WCC also owns the land and Visitors Centre on which the Trust Board operates ZEALANDIA. The strategic priorities of the City form an important part of the strategic context for ZEALANDIA and our goals are closely aligned to meeting many of the City's priorities as described later in this document.

Over the last four years ZEALANDIA has cemented its position as a high performing contributor to the liveability of our city and wider Wellington region, working effectively with partner organisations to drive Wellington's position as a unique natural capital.

Through our relationship with WCC and other partners our impact and influence beyond the fence is being demonstrably leveraged for the benefit of our community and further afield. We will continue to contribute significantly to Wellington as a great place to live, work, visit, and learn – a nature rich city that is globally influential in restoring people's connection with our natural heritage.

2016/17 financial year brought the joint challenges of earthquakes, floods, and unsettled weather. Despite this, we are proud that we, once again, achieved an above-target number of visitors to ZEALANDIA, matching last year's high, and continued to add significant value across all the dimensions of social, human, environmental and financial capital.

Our membership numbers rose in 2016/17 to nearly 11,000, the highest in our history for a year-end. We achieved a net operating financial surplus of $87,670 (before the loss on disposal of the Visitor Centre) and at year-end we had working capital of $779,978. Volunteer numbers reached a high of 556 and from birds to bush, our biodiversity flourished. This underscores the achievements of last year and firmly establishes our position as a healthy and sustainable organisation.

At the time of writing, all KPIs for 2017/18 show further year-on-year improvement, with visitor numbers continuing to demonstrate a growth trajectory.

In 2017/18 we implemented the living wage policy for our employees as required by WCC, and anticipate that the Council will support funding the additional cost associated with this on an ongoing basis.

2.1 Wellington City 2015-2025 Ten Year Plan

Under its 2015-2025 Ten Year Plan, the Council commits to part fund ZEALANDIA as a conservation visitor attraction. The rationale for this investment is that ZEALANDIA will inform and educate people on the importance of conservation and biodiversity, attract visitors, and restore and protect native flora and fauna.

Amongst Council's outcome indicators in the Ten Year Plan, those of most relevance for ZEALANDIA are:

- residents' usage of the city's open spaces

- high value biodiversity sites are covered by integrated animal pest control or weed control
- the success of Council's investment in visitor attractions:

	2017-18 forecast	2018-19	2019-20	2020-21
ZEALANDIA visitors	111,210	99,300	102,200	105,200

2.2 Wellington Towards 2040: Smart Capital

Wellington's Strategic Vision, ''Wellington Towards 2040: Smart Capital'' is supported by four goals – people-centred city, connected city, eco-city and dynamic central city. The eco-city goal recognises the importance of Wellington taking an environmental leadership role.

Research has shown that Wellingtonians have a deep appreciation of nature. The city currently has over 4,000 hectares of reserve lands, including parks and reserves for recreation, wildlife, and scenery. Wellington also has over sixty community conservation groups which participate in planting native species in reserve lands, weed work, clearing and maintaining waterways, and pest control.

ZEALANDIA makes a significant contribution to the city through not only our unique amenity value, but increasingly as the source of the resurgence of native fauna now being experienced throughout the city and suburbs. Additionally, many of our programmes further the environmental leadership role through, for example:

- Education, teaching and learning: These have always been key programmes for ZEALANDIA. Our annual programme of school visits is delivered in partnership with the Ministry of Education's Learning Experiences Outside the Classroom programme (LEOTC).
- Research: An integrated programme of multi-disciplinary, long-term research has been developed with multi-organisational inputs. In mid-2017/18 we announced the establishment of the ZEALANDIA Centre for People and Nature for which ZEALANDIA is the hub. Through cutting-edge research, educational activity and community engagement we will generate the data, information, knowledge and understanding required to transform how we live well with nature and reshape the places in which we live.

2.3 Our Living City

Biophilic cities contain abundant nature. They care about, and seek to protect, restore and grow this nature, and strive to foster deep connections and daily contact with the natural world. In a biophilic city nature is not something optional, but essential to living a happy, healthy and meaningful life.

Over 50% of the world's population lives in urban areas and from United Nations projections this is expected to reach 70% by 2050. Our challenge as urban centres become increasingly populated is how to ensure that we don't lose our connection to nature.

There is now a significant body of research demonstrating how human health can benefit from exposure to green environments, nature and wildlife, in relation to both physical and psychological wellbeing. Much of the research shows the direct positive effect of nature on the health and happiness of people, reduced stress and improved work performance.

A survey of ZEALANDIA members revealed that a significant benefit derived from their annual subscription was the pursuit of better health and well-being.

The "Our Living City'' programme is being developed by the Council's biophilic city team, to improve Wellington's quality of life by strengthening urban-nature connections throughout the city, and building economic opportunities from a healthy environment.

Council has identified three goals for Our Living City:

- Growing and enjoying our natural capital - making sure that projects are carried out in a way which protects and develops our urban nature, biodiversity and resilience.
- Transforming our economy and reducing impact - attracting people, ideas and investment to the city; promoting green research, technologies and services; investing in smart infrastructure; reducing emissions from stationary energy, transport and waste.
- Showing leadership - encouraging community action; establishing partnerships, including research partnerships.

To achieve these goals, Council has committed to a range of partnerships to grow its reputation as a centre of excellence for urban planning, resilience and ecological sustainability.

ZEALANDIA and its programmes are at the core of Wellington as a living city, and closely aligned with the Council's way of working. We represent a unique model of global significance. The protection of such a large space within close proximity to the central business district of a capital city is a model that can be looked to from around the world as an example of how to balance urban environments with natural spaces. Other ways in which we make a significant contribution to the "Our Living City" programme include:

- Partnering with organisations which engage the community with nature-based activities and provide a platform to raise awareness and open the debate around the connection between well-being and nature, thereby positioning the conservation of the natural environment at the centre of national life.
- Our partnership with Victoria University of Wellington continues to develop and provides a basis for outstanding research.
- Engaging at a community level with groups including both corporate and community organisations.
- Development and delivery of education programmes as a partner in the Predator Free Wellington programme
- Our Sanctuary to Sea project which involves working with multiple partners organisations and community groups to restore the entire Kaiwharawhara catchment from ZEALANDIA to the harbour.
- Our partnership with the Woodlands and Wetlands Trust (Canberra) continues to grow and in 2017/18 we had a number of trustee and staff exchanges which have led to a number of new opportunities.

As indicated in the next section, our vision for the next 20 years puts partnerships at the centre of the way we work.

2.4 Our Natural Capital: Wellington's Biodiversity Strategy

Wellington's Biodiversity Strategy, completed in 2015, aims to protect and restore the city's indigenous biodiversity. In order to protect indigenous biodiversity Council recognises the need to connect people to it, and to carry out research so it can be better managed.

Council has identified four themes for its work to implement the Biodiversity Strategy:

- We will aim to protect the ecologically significant areas on both private and public land.
- We will restore these areas, create safe buffer zones around them and connect them together. We will reduce pest numbers throughout Wellington City to a point where our native species can survive and expand.
- Throughout the urban environment, we will focus on raising awareness of the issues facing indigenous biodiversity and connecting people to their natural environment.
- We will enable our community to continue restoration work across all of our reserves and we will support them in these efforts.

There is an increasing awareness worldwide of the need to protect our natural environment. Wellington is uniquely positioned to grow as a nature capital with ZEALANDIA at its heart as a nature destination and a site for urban ecology research and community learning.

There is very close alignment between the Council's Biodiversity Strategy and the purpose, strategy and themes by which ZEALANDIA currently works and will work in future.

- ZEALANDIA recognises, rejoices and promotes people's growing awareness of, and desire to reconnect to, the natural world.
- ZEALANDIA plays an important role in the restoration of natural biodiversity in Wellington through, for example, our Sanctuary to Sea project and work in the halo. ZEALANDIA also plays a role in a range of Council led and supported initiatives such as Predator Free Wellington.
- Ongoing conservation and research programmes within ZEALANDIA continue to cement ZEALANDIA's leadership as a model for fenced mainland sanctuaries running restoration projects, as well as significantly contributing to conservation of threatened species by successful transfers to the sanctuary and to other sites.
- The science of urban ecology is emerging as increasingly influential, and ZEALANDIA is growing momentum for this important work across the Wellington region. Our urban location, education programme, connection to the community, proximity to Victoria University, and the visible effect upon the city's birdlife is helping to nurture a generation of Wellingtonians who treasure New Zealand's indigenous flora and fauna.

2.5 Our Capital Spaces Framework

The Council's Open Spaces and Recreation Framework for Wellington 2013-23 includes three priorities that are directly relevant to ZEALANDIA:

- Enhancing the Halo project and biodiversity - expand pest management and native planting; and work with partners to deliver the Halo project buffer zone to expand the safe habitats for birds flying in and out of ZEALANDIA.

- Accessible information - Provide on-site signs and information (on paper, online and for mobile devices) that can be accessed by everyone, including people with physical, hearing or sight impairments.
- Partnerships - Help expand partnerships, recognising that partnership requires resourcing from both sides.

Working with Council on these priorities aligns closely with our purpose of restoring our connection with our unique natural heritage, inspiring and enabling people to take action.

2.6 Predator Free Wellington

This is a joint programme between Wellington City Council, Greater Wellington Regional Council, and the NEXT Foundation that aims to create the world's first predator-free capital city. It is anticipated that Predator Free Wellington will result in:

- highly significant ecological outcomes - more birds, lizards and bugs contributing to healthy functioning ecosystems
- significant economic benefits - for example, no more rats chewing wires or pipes
- social benefits - more connected communities working together for a common cause.

ZEALANDIA has played a pivotal role in the motivation behind this project and continues to make a significant contribution through technical inputs and leadership in creating enriched biodiversity. ZEALANDIA also leads the schools programme for this project, working with local schools to develop tracking, trapping and monitoring programmes in their own communities.

2.7 The Wellington Regional Economic Growth Agenda

WREDA's vision for Wellington is that, by 2025, Wellington will be the most prosperous, liveable and vibrant region in Australasia.

Tourism is an important contributor to economic growth in Wellington and New Zealand. Wellington has a strong domestic tourism market with 75% of visitors to the city coming from other parts of New Zealand. Domestic visitors typically cite their reasons for travel as for a specific event, business or to have an urban experience.

ZEALANDIA works closely with the relevant agencies in Wellington to position itself firmly at the centre of the tourist trail in the city. In 2016/17 ZEALANDIA:

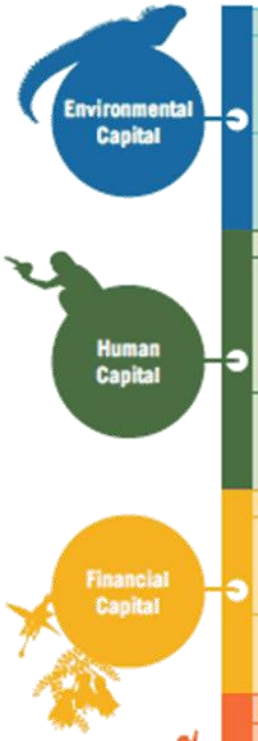
- Attracted over 125,000 visitors to the sanctuary.
- Featured consistently in the top 5 Wellington 'must do' visitor experiences on Trip Advisor.

In December 2017, the senior management teams from WREDA and ZEALANDIA held a joint workshop to explore opportunities to work increasingly closely together to advance the prosperity and liveability of the Wellington region, including through tourism.

In 2018/19 we will continue to advance this increasingly close relationship.

Summary of achievements in 2016/17

Highlights



	Number	Measure	Impact
Environmental Capital	0	Pest incursions.	Our biosecurity systems continue to function, allowing the fauna and flora within the sanctuary to thrive.
	11	Juvenile tuatara released into the sanctuary.	In ZEALANDIA the wild tuatara population is now thriving and a captive population is no longer necessary.
Human Capital	556	Volunteers contributing in every way to ZEALANDIA.	We provide opportunities for volunteers to upskill, become part of a flourishing community, and to contribute to an important environmental project.
	27	Research students from four institutions hosted at ZEALANDIA.	The ZEALANDIA living laboratory is providing a firm foundation for research students to learn and discover.
Financial Capital	$781,639	Working Capital as at 30 June 2017.	Supports organisational resilience and enable reinvestment in key future strategic projects.
	$3,589,696	Operating revenue raised (excluding WCC grant) an 8% increase on last year.	Increases our diversification of income and reduces our reliance on WCC grant.
Social Capital	11,621	Education Visits (LEOTC, Tertiary, Early Childhood, School Holiday Programme).	Young people are gaining opportunities to have an environmental education experience, creating an environmentally aware population for the future.
	125,179	Visitors welcomed.	We are recognised as a valued asset for locals, and an attractive destination for domestic and overseas tourists.

3. Strategic Direction for 2018/19 and beyond

ZEALANDIA's 20-year strategy, Living with Nature: Our strategy for 2016-2035 / Tiaki Taiao, Tiaki Tangata: Te Rautaki 2016-2035 , was published in 2016 and we continue to drive all our activity and programmes in support of the key themes as below:



4. The nature and scope of our activities in 2018/19

The following sections set-out our high level objectives, scope of business, key performance indicators and the budget for 2018/19. It is supported by the ZEALANDIA business plan for 2018/19 and a range of other operational plans that are approved by the Board from time to time.

The KPI Scorecard (section 5.1) brings together a set of Key Performance Indicators to enable ZEALANDIA management, the Trust Board and WCC to focus on the most important measures of success for 2018/19.

4.1 Objectives

The 2018/19 work programme is presented in the following sections, grouped according to our key objectives for 2018/19:

- Restoring Te Māra a Tāne and its extending halo of biodiversity.
- Building our organisation's capacity to drive transformation.
- Creating inspiring, accessible experiences.
- Forming strong and enduring local, national and international partnerships based on shared goals.
- Embracing Mātauranga Māori and other knowledge frameworks.
- Being a hub where people of all ages can learn, create new knowledge and share their insights and understanding.
- Equipping people with experience and skills for a nature-rich future.
- Inspiring change through example and shared passion for action.

4.2 Restoring Te Māra a Tāne and its extending halo of biodiversity

The conservation and restoration activities in the sanctuary form a fundamental core to all our work. Our goal is to restore the valley's ecosystems and processes as closely as practicable to their indigenous character. A key aspect of this is managing threats to native species in the sanctuary and also extending our impact beyond the perimeter fence. Our beyond-the-fence vision means our partnerships with Predator Free New Zealand, Predator Free Wellington, Wellington City Council, Greater Wellington Regional Council and other community-based groups are essential to creating safe places for wildlife beyond the fence.

Current (ongoing) programmes

- Maintain the perimeter fence so that it ensures the area within the fence is secure from mammalian threats.
- Undertake effective monitoring and management of threats (plant and animal pests).
- Manage and monitor indigenous plants and animals, especially those recently transferred to the sanctuary or requiring support, for example, through provision of supplementary food or nest boxes.
- Manage the welfare of species held in captivity to ensure successful breeding outcomes where appropriate.

- Support nationally and locally led species recovery programmes and restoration work where possible.

Strategic Initiatives

- Grow the Sanctuary to Sea project through the development and implementation of a three-year strategic plan.
- Finalise the draft Restoration Strategy (including operational objectives) for the period 2018 to 2028.
- Progress planning and permits for the lower lake restoration.
- Grow involvement of iwi in restoration and conservation approaches within the sanctuary.

Key performance indicators 2018/19

- Sanctuary to Sea establishment strategy developed.
- Restoration Strategy 2018 to 2028 finalised.
- Lower lake restoration operational plan and fish management plan completed.
- Conservation and restoration hui for iwi held, and elements incorporated into day-to-day practice.

4.3 Building our organisation's capacity to drive transformation.

In 2016/17, ZEALANDIA recorded the highest ever revenue from paid admissions of $1,323,196, representing an increase of 15% on 2015/16. As a result of this, plus a raft of other sound management practices across the entire organisation, the Trust has now achieved a sustainable financial position, with a working capital buffer of $781,639 at 30 June 2017, an increase of $333,375 from last year's position. The Trust's objective is to continue to build working capital to support organisational resilience and enable reinvestment in key strategic projects

ZEALANDIA currently has extremely limited and sub-standard accommodation for staff, volunteers and interns, and our research and education programmes. Our research and education work is nationally recognised and a core element of how we deliver value to Wellington, however, our current facilities will not accommodate the researchers, educationalists, interns, volunteers and support staff required to manage these programmes.

The long term capital investment required to address capacity constraints will enable ZEALANDIA to maintain existing programmes and activities, and realise our full potential as a major asset for our city. We are already an internationally recognised, world-class site, as indicated by our success in attracting increasing numbers of visitors, volunteers, researchers and interns, and the next 10 years will see us driving hard to become an exemplar of a fully integrated, world leading conservation organisation offering outstanding opportunities for cutting-edge research, education, visitor experience, interpretation and outreach.

We will build our continuous improvement culture which has been pivotal in driving recent successes. Investing in staff development (including our volunteers and interns), providing tools and infrastructure which allows the teams organisation-wide to evolve and optimise best practice will be key in our long term sustainable development. As a lean organisation, the teams will also endeavour to maximise the partnerships which offer win-win opportunities for all those involved.

Current programmes

As our visitor numbers grow we will continue to develop plans to utilise the Visitor Centre and our other buildings to maximum effect and to support our research and education programmes, our visitor experiences, our strategic partnerships, and our commercial activities.

We will continue to provide high quality commercial services that connect visitors with nature through:

- Highly attractive visitor experiences
- Premium and custom tours
- Annual membership
- The Rata Café
- Corporate and private functions held within our facilities
- Our retail store and retail offerings
- Exhibitions and events
- Marketing and communications
- We will continue to explore new commercial products and services to drive revenue and enhance the visitor experience.

Strategic Initiatives

- Negotiate and conclude the Long Term Capital Plan 2018-2027 with the support of WCC that fully fits the valley, visitor centre and staff accommodation to our purpose over the period of our 2nd generation strategy.
- Develop smart initiatives to grow our people (staff, volunteers and interns), support systems and enduring financial vitality.
- Reshape our communications channels to actively support visitor experiences, programmes, partnerships and impact – to tell our stories.
- Maintain our Carbon Zero accreditation.
- Improve awareness around sustainable practices internally and for visitors by strategic uses of signage and messaging.
- Continue to demonstrate leadership in sustainability through our project to replace the ZEALANDIA diesel minibus with two fully electric minibuses as part of EECA's programme for demonstrating the viability of the new, low carbon vehicle technologies, and in partnership with Meridian Energy.
- Focus on driving down waste through auditing waste and identifying opportunities to reuse and recycle. We will continue to make sustainability a cornerstone of our thinking and practice in all that we do and endeavour to continue to reduce our Carbon footprint and impact on the environment generally.
- Glaze in the Rata Café balcony through a WCC funded capital project to improve café utilisation and create a year round space suitable for corporate and community functions and events.

- Improve our IT systems to ensure they are fit for purpose so we can operate efficiently and effectively

Key performance measures/indicators 2018/19

- A net surplus before depreciation and tax of $324,600
- Non-WCC grant revenues equating to >75% of overall income
- 10,800 members
- Membership subscriptions $312,100
- Full cost per visitor (including WCC costs) $18.84
- Average WCC subsidy per visitor $8.80
- Average revenue per visit $26.48
- Non-Council Donations/Funding $270,000

4.4 Creating inspiring, accessible experiences and change through example and shared passion for action.

We will provide experiences for our members, volunteers, partners and visitors that will inspire them to engage with nature, and we will continue to develop the range of experiences that we can offer. By giving visitors an understanding of ZEALANDIA's goals in the urban and rural environment and the value of the work that we do, they are more likely to engage with us and act as ambassadors for our message. This level of engagement will encourage more people to visit the sanctuary and spread the message of the significant role ZEALANDIA plays in restoring our natural heritage to Wellington city and beyond. It will also encourage people to initiate action in other local, national or international restoration work.

In 2017/18 we launched two new tours (ZEALANDIA by Day and Twilight at ZEALANDIA) targeting international visitors. The tours enrich their visitor experience, by providing them with a deeper understanding of our native flora and fauna and our cultural history. This coming year we will continue the development of these products to increase their appeal to a larger number of visitors.

Current programmes

- Provide experiences that increase people's understanding of New Zealand's natural heritage, and conservation challenges and successes here and elsewhere.
- Provide world-class facilities for visitor experiences and opportunities for an enhanced connection with nature.
- Provide high quality volunteering experiences that increase our connections and engagement with the community.
- Provide a diverse range of experiences for members and volunteers; researchers and academics; community and corporate groups; local Wellingtonians; and visitors from across New Zealand and other countries (both independent travellers, and those on tours and cruise ships).
- Work in partnership with Be.Accessible and through a process of continuous improvement make ZEALANDIA as accessible as possible to any visitor regardless of ability.

Strategic Initiatives

- Continue development and delivery of signage and interpretation upgrades alongside overall visitor experience planning.
- Continue to grow partnerships and programmes that enable us to work with and through others in community restoration projects.
- Develop new tours experiences that enable visitors to build a deeper understanding of our conservation and restoration activities, and our natural heritage.

Key performance measures/indicators 2018/19

- Visitor numbers – 99,300 separate visitations with breakdown of visitor demographics
- 8,800 education visitors
- Visitor experience – ZEALANDIA achieves a satisfied visitor rating of 95% or greater
- Continue to improve accessibility and achieve Be.Accessible Gold rating.
- Maintain > 450 volunteers, with the establishment of new avenues for people to volunteer
- > 80% of volunteers are satisfied with their experience of volunteering at ZEALANDIA

4.5 Forming strong and enduring local, national and international partnerships based on shared goals.

Partnerships continue to be critical for all aspects of our activity. They provide the foundations for our conservation, education and corporate presence in Wellington.

Our most important strategic partner, at many levels, is the Wellington City Council. We also rely on and value partnerships with Victoria University of Wellington, Taranaki Whānui, University of Waikato, Wellington Water, Greater Wellington Regional Council, the Department of Conservation, and organisations such as Te Papa, Wellington Zoo and Otari Wilton's Bush plus other Wellington CCO's, the Tenths Trust, other mainland sanctuaries, and many others.

Integrating our plans with the vision and plans of others is essential to the achievement of our vision.

Current programmes

- We will continue to recognise the strategic priorities of the Council as an important part of the strategic context for ZEALANDIA, and to align our strategies and priorities closely with those of Wellington City. (See earlier section 2 in this document The Strategic Partnership with Wellington City Council)
- We will continue to recognise the central importance of our members and volunteers and provide opportunities for them to contribute to, and benefit from, a close relationship with ZEALANDIA.

- We will continue to work with key partners and grow the community involvement for the delivery of our Sanctuary to Sea project.
- We will continue to engage with our neighbours in the local community, and the wider Wellington community, to seek and foster community support for ZEALANDIA, and encourage participation in our activities.
- We will continue to provide support to the Karori Predator Free community action and the clean-up of the Birdwood Reserve.
- We will continue to work closely with our many research partners to develop evidence-based practice across our organisation and further afield.

Strategic Initiatives

- Significant progress has been made in 2017/18 in strengthening partnerships with Māori and building-in to our structure and practice greater recognition of the importance of mātauranga Māori and te ao Māori. This work is ongoing and forms a key element of our relationship-based activity.
- We will build our sanctuary-based research in collaboration with other sanctuaries to address key conservation management issues.
- We will grow and develop our core partnership with Wellington City Council to make an outstanding biophysical, community, learning and economic contribution to Wellington.
- We will continue to play an active role in Predator Free Wellington, contributing to the delivery of school-based programmes and supporting the creation of nature-rich areas following pest eradication.
- We will cement our emerging international networks that help strengthen New Zealand's influence in the world in restoring people's connection with our natural heritage.

Key performance indicators

- Capability developed to enable closer partnerships with iwi and integration of Mātauranga Māori.
- Delivery of education programmes as part of the Predator Free Wellington partnership.
- Continue to grow our relationship with VUW, the University of Waikato, and Manaaki Whenua Landcare Research among others, as the basis of our Centre for People and Nature.
- Develop our partnerships with schools to deliver our Sanctuary to Sea outreach programme.

4.6 Embracing Mātauranga Māori and other knowledge frameworks.

As indicated in 4.5 above, significant progress has been made in 2017/18 in this area. A new kaitiaki ranger position has been created and filled, a senior manager recruited with specific responsibility in this area, and various other initiatives are underway including te reo classes for staff. This work will continue in 2018/19.

We will continue to develop our long term programme of research, which now (alongside our education outreach activities) will be encompassed under the Centre for People and Nature which was announced in January 2018. The focus of ZEALANDIA led-research is to provide an evidence base to inform all our programmes and activities, and to develop the global understanding of the connection between people and nature. Under the umbrella of this Centre

significant research is currently being conducted by partner organisations, and we will continue to support this effort to the fullness of our capacity. Victoria University of Wellington remains a principal partner under our joint MOU, along with a number of other universities nationally and internationally expressing interest in closer collaborations. We aim to attract a growing number of national and international researchers and students to Wellington.

Current programmes

- Undertake and support research that will increase our understanding about the flora, fauna, and the habitats and ecological processes that threaten or sustain them, and that can inform and benefit restoration initiatives elsewhere in New Zealand.
- Undertake and support research that will increase our understanding of how the visitor experience can be improved, perspectives and benefits of volunteering, and benefits people receive from nature.
- Show leadership in interdisciplinary research focused on the interaction between people and nature.
- Create a supportive environment for staff, volunteers and researchers to ensure research and learning are encouraged and embraced.

Strategic Initiatives

- Continue to grow and integrate Mātauranga Māori perspectives into all elements of ZEALANDIA project and programme development processes.
- Build on and broaden the content emerging from the Centre for People and Nature with a primary focus on supporting our activities with exceptional evidence.
- Develop our national strategic position in research through co-leadership of the international Society for Conservation Biology Oceania conference, 2018, being held in Wellington.
- Identify the range of avenues available for communicating our learnings to other sanctuaries and other conservation/restoration initiatives.

Key performance indicators for 2018/19

- Mātauranga Māori and iwi engagement incorporated into planning processes for ZEALANDIA projects.
- Delivery of the 2018 Conference of the Society for Conservation Biology Oceania in Wellington, as co-organiser with VUW.
- Support the ZEALANDIA team in giving talks and participating in other initiatives such as workshops that enable the broader communication of our knowledge for use in other locations.
- Increase the number of schools and departments (university or polytech) that are engaged with the sanctuary.
- Maintain (and grow where possible) the number of peer-reviewed science publications emerging from the ZEALANDIA team.

4.7 Being a hub where people of all ages can learn, create new knowledge and share their insights and understanding

We continue to actively engage with schools and communities by enabling them to experience ZEALANDIA's variety of ecosystems and species, and by helping them to understand the steps needed to start their own backyard or community restorations. Our award-winning education programme supports both in-valley learning and outreach programme supporting schools in creating nature-rich environments in their own 'special places'.

The ongoing development of the interdisciplinary research programme is increasingly supporting learning through higher education, including universities and polytechnics (covered in section 4.6 above).

The establishment of the Centre for People and Nature provides an overarching structure for the further enhancement of all aspects of our work relating to knowledge creation.

Current programmes

- Carry out programmes through which students of all ages can experience ZEALANDIA, whether that be through our guided school education programme, or providing the facility for use by higher education programmes.
- Conduct outreach to schools to connect with students and to support conservation efforts in their 'special place'.
- Provide school-based programmes to Wellington schools as a partner in Predator Free Wellington.
- Provide schools with educational resources that enable them to become actively involved in the study of nature and take action to improve native biodiversity.

Strategic Initiatives

- Continue the development and establishment of ZEALANDIA's Centre for People and Nature as announced in mid-2017/18.
- Develop a long-term learning and engagement strategy to activate people-led conservation through formal and informal learning and conservation opportunities both in the valley and in the community.
- Continue to raise funds to support our education programmes, with a focus on opportunities for those less able to access conservation experiences and learning.

Key performance measures/indicators 2018/19

- Learning and Engagement strategy developed that enables detailed and strategic long-term programme planning.
- Deliver agreed education programmes under the partnership with Predator Free Wellington
- Deliver agreed school-based conservation education in Wellington as part of the Predator Free Wellington partnership and Sanctuary to Sea programmes.
- Continue to deliver valley-based and outreach programmes under our Ministry of Education LEOTC contract
- Maintain the number of interns per year currently engaging with the sanctuary to provide learning experiences to students across a range of disciplines.

4.8 Equipping people with experience and skills for a nature-rich future.

A significant outcome of the conservation success of ZEALANDIA is demonstrated by the native birdlife spilling over the sanctuary's fence and into the city. Recognition of ZEALANDIA as a key site, both as a wellspring of biodiversity and a focal point for environmental inspiration, is essential in terms of the city's wider aspirations.

We work to educate our visitors and wider community on how to make their backyards a safe place for our native birds and how to interact safely with them. We work with Wellington City Council, Predator Free Wellington and other community groups to educate and inform on creating nature-rich and pest-controlled areas, thereby creating safer areas for native wildlife. ZEALANDIA will continue to be a place where people learn about nature and what can be achieved with a successful restoration programme, and work with and through other groups to expand community knowledge and conservation action. Communities will be offered opportunities to learn how to monitor and manage threats from pest plants and animals, participate in research projects, grow and plant native plants, monitor native wildlife and take this learning back out to their communities. We see a growing coalition of citizen scientists who champion and celebrate New Zealand's natural heritage.

Current programmes

- Provide education programmes that increase people's understanding of New Zealand's natural heritage, and the conservation challenges and successes here and elsewhere.
- Provide high quality volunteering experiences that increase our connections and engagement with the community.
- Provide an annual programme of events and workshops on conservation, restoration and environmental topics.

Strategic initiatives

- Develop a long term visitor experience plan aligned with the restoration and valley management plans.
- Review and develop ZEALANDIA's volunteer programme to provide learning and development opportunities that are applicable both inside and outside the sanctuary.
- Increase the diversity of ZEALANDIA's partners and volunteers by working with and through a wider variety of community organisations.
- Develop and deliver visitor programmes and events that appeal to both current and potential new audiences.

Key performance indicators for 2018/19

- A long term visitor experience plan developed and delivered.
- Greater diversity of learning opportunities and programmes offered to volunteers.
- Greater diversity in the audiences attracted by our visitor programmes and events.
- Improved signage and interpretation within the sanctuary.
- ZEALANDIA education programmes, resources and opportunities further developed.

5. Performance Measurements

5.1 KPI Scorecard 2018/19

Restoring Te Māra a Tāne and its extending halo of biodiversity (4.2)	Building our organisation's capacity to drive transformation (4.3)
▪ Sanctuary to Sea establishment strategy developed. ▪ Restoration Strategy 2018 to 2028 finalised. Lower lake restoration operational plan and fish management plan completed. ▪ Conservation and restoration hui for iwi held, and elements incorporated into day-to-day practice.	▪ A net surplus before depreciation and tax of $324,600 ▪ Non-WCC grant revenues equating to >75% of overall income ▪ 10,800 members ▪ Membership subscriptions $312,100 ▪ Full cost per visitor (including WCC costs) $18.84 ▪ Average WCC subsidy per visitor $8.80 ▪ Average revenue per visit $26.48 ▪ Non-Council Donations/Funding $270,000
Creating inspiring, accessible experiences and change through example and shared passion for action (4.4)	**Forming strong and enduring local, national and international partnerships based on shared goals (4.5)**
▪ Visitor numbers – 99,300 separate visitations with breakdown of visitor demographics ▪ 8,800 education visitors ▪ Visitor experience – ZEALANDIA achieves a satisfied visitor rating of 95% or greater ▪ Continue to improve accessibility and work to attain the Be.Accessible Gold rating. ▪ Maintain > 450 volunteers, with the establishment of new avenues for people to volunteer ▪ > 80% of volunteers are satisfied with their relationship with ZEALANDIA	▪ Capability developed to enable closer partnerships with iwi and integration of Mātauranga Māori. ▪ Delivery of education programmes as part of the Predator Free Wellington partnership. ▪ Continue to grow our relationship with VUW, the University of Waikato, and Manaaki Whenua Landcare Research among others, as the basis of our Centre for People and Nature. ▪ Develop our partnerships with schools to deliver our Sanctuary to Sea outreach programme.
Embracing Mātauranga Māori and other knowledge frameworks (4.6)	**Being a hub where people of all ages can learn, create new knowledge and share their insights and understanding (4.7)**
▪ Mātauranga Māori and iwi engagement incorporated into planning processes for ZEALANDIA projects. ▪ Delivery of the 2018 Conference of the Society for Conservation Biology Oceania in Wellington, as co-organiser with VUW. ▪ Support the ZEALANDIA team in giving talks and participating in other initiatives such as workshops that enable the broader communication of our knowledge for use in other locations. ▪ Increase the number of schools and departments (university or polytech) that are engaged with the sanctuary. ▪ Maintain (and grow where possible) the number of peer-reviewed science publications emerging from the ZEALANDIA team.	▪ Learning and Engagement strategy developed that enables detailed and strategic long-term programme planning. ▪ Deliver agreed education programmes under the partnership with Predator Free Wellington ▪ Deliver agreed school-based conservation education in Wellington as part of the Predator Free Wellington partnership and Sanctuary to Sea programmes. ▪ Continue to deliver valley-based and outreach programmes under our Ministry of Education LEOTC contract ▪ Maintain the number of interns per year currently engaging with the sanctuary to provide learning experiences to students across a range of disciplines.

Equipping people with experience and skills for a nature-rich future (4.8)	
▪ A long term visitor experience plan developed and delivered. ▪ Greater diversity of learning opportunities and programmes offered to volunteers. ▪ Greater diversity in the audiences attracted by our visitor programmes and events. ▪ Improved signage and interpretation within the sanctuary. ▪ ZEALANDIA education programmes, resources and opportunities further developed.	

5.2 Non-financial Performance Measures

Measure	2017-18 forecast	2018-19	2019-20	2020-21
Visitation	111,210	99,300	102,200	105,200
Members (Individuals)	11,245	10,800	11,000	11,200
Volunteers	>430	>450	>470	>490
Percentage of Satisfied Visitors	>92%	>95%	>95%	>95%

Measure	2017-18 forecast	Q1	Q2	Q3	Q4	2018-19	2019-20	2020-21
Visitation	111,210	14,317	32,203	32,724	20,056	99,300	102,200	105,200
Education visits[1]	8,650	1,882	3,468	1,216	2,234	8,800	8,800	8,800

[1] *(LEOTC, tertiary, early childhood, school holiday programme, and outreach)*

In response to the Council's previous request for more detailed information regarding visitor demographics and education related usage of the sanctuary, this data is collected by the Trust and can readily be provided. Details such as where visitors reside are collected at the admissions desk. Member visits are recorded daily and tracked on a weekly basis.

ZEALANDIA also uses GetSmart, an online visitor survey that is used by approximately 10 nature based attractions across Wellington, which provides valuable benchmarking information. This survey collects information on the reason for visiting, duration of visits, visitor demographics and satisfaction ratings. A summary and analysis of this information is provided to Council on a quarterly basis, along with more detailed information on education visits, to offer a richer picture of visitation to the sanctuary.

5.3 Financial Performance Measures

Measure	2017-18 forecast	2018-19	2019-20	2020-21
Full cost per visitor (including WCC costs)	$16.13	$18.84	$18.78	$18.79
Average subsidy per visit (total WCC operating grant/all visitors)	$9.07	$8.80	$8.54	$8.28
Average revenue per visit (excludes Council & Government grants)	$26.22	$26.48	$26.74	$27.01
Non-Council Donations/Funding	$265,000	$270,000	$275,000	$280,000

5.4 Conservation Measures

Measure	2017-18 forecast	2018-19	2019-20	2020-21	Explanation
Restore missing species to the wild in accordance with the Restoration Strategy					
% transferred animal species regarded as self-sustaining	79%	73%	70%	70%	14/18 species regarded as self-sustaining (assuming ongoing current management); 2 transfers failed (tomtit, weka) and 2 (bellbird, Long-fin eels) not regarded as self-sustaining; Note: it usually takes several breeding seasons before a transfer can be regarded as self-sustaining (successful breeding, population stable or increasing) so % will reduce with new transfers eg to 70% (14/20) after a transfer in 2019/20
Number of new species transferred or 'topped up'	0*	1	0	1	Transfers to be determined following review of Restoration Strategy. In 2018/19 we aim to revisit opportunities for titipounamu (rifleman), though there remain uncertainties about the source population. **Note: Transfers also undertaken in these years to Cape Sanctuary (kaka).*

Measure	2017-18 forecast	2018-19	2019-20	2020-21	Explanation
Maintain or improve the population status of nationally threatened species present					
# threatened fauna species present and breeding successfully	4	4	4	4	Hihi, Maud Island frog; Cook Strait Giant Weta; tuatara; excludes takahe held primarily or temporarily for advocacy purposes
Manage species held for captive breeding purposes to ensure they remain healthy and breed successfully					
# species breeding in captivity	2	2	2	2	Maud Island frogs and Barking geckos
Monitor animal pest status, control mice and successfully respond to any incursions					
Mice maintained to target level	<10	<10	<10	<10	The figure gives an abundance index based on the average abundance/100 corrected trap nights
% pest animal incursions successfully eradicated	100%	100%	100%	100%	Assumes any incursions successfully eradicated
Monitor plan pest status and reduce distribution of environmental weeds (currently 123) within and near the perimeter fence					
# pest plant species actively controlled or surveyed	44	44	44	44	44 environmental weeds identified as priorities
# pest plant species where control has achieved a decline to low levels of infestation in the sanctuary	53	53	53	53	Control also undertaken outside the perimeter fence for key species to improve feasibility of ongoing suppression inside the fence

5.5 Conservation Activities

Activities [note, some activities are dependent on successful permits and translocation operations]	2018-19	2019-20	2020-21
Begin restoration of the lower valley streams, wetland and lake			
- initiate development and agreement of an overarching multifaceted strategic plan	update	update	update
- Research underway according to a research plan	ongoing	ongoing	ongoing
- Develop a fish eradication operational plan	Jun-18	implement	
- Obtain necessary permits	ongoing		
- Implementation of plans	ongoing	ongoing	ongoing
Translocations			
Titipounamu (rifleman)	March/April-19		

Activities	2018-19	2019-20	2020-21
Post-release monitoring for translocated species			
Spotted skink monitoring	ongoing	complete	
Kākahi (freshwater mussel, depending on completion of 2018 translocation)	ongoing	ongoing	
Bracyglottis kirkii var. kirkii	ongoing	ongoing	
Titipounamu (rifleman)		ongoing	ongoing

6. The Karori Sanctuary Trust Board's Approach to Governance

6.1 The Trust Deed

The Karori Sanctuary Trust (the Trust) is an incorporated society that is governed by a Trust Deed, first executed in 1995 and most recently updated in October 2016.

We operate as a not-for profit organisation, a social enterprise, seeking to do public good by operating in a way that follows sound commercial disciplines.

As set out in our Trust Deed, the objects of the Trust are as follows:

- To carry out education and research into all matters pertaining to the conservation and restoration of New Zealand's natural heritage and in particular to restore representative examples of New Zealand's natural heritage.
- To establish and maintain a secure native wildlife sanctuary in the Karori Reservoir in the City of Wellington.
- To restore the reservoir area ecosystem as closely as practicable to its presumed pre-human state but allowing for construction of specific habitats to enhance its diversity and conservation values.
- To provide facilities for recreation and tourism activities.
- To seek and foster community support and participation.
- To manage and manipulate such ecosystems as may be necessary to maintain requisite populations.

The Trust operates as ZEALANDIA, under the guidance of a Trust Board.

6.2 Relationship with Wellington City Council

The Trust became a Council Controlled Organisation from October 2016 with the transfer of the ZEALANDIA Visitors Centre to Wellington City Council and the repayment of the loan on the building. The new Deed of Variation of Trust signed in October 2016 sets out the new requirement for the Trust Board to consist of a minimum of five persons and a maximum of up to seven persons. The Council can appoint a maximum of six persons, and the Trusts Board can appoint up to two persons following consultation with the Guardians and approval of the Council.

The Wellington City Council is a strategic partner, a trustee appointee, a major funder and the landlord of the Trust

The Funding Deed between Council and the Trust sets out Council's reporting and monitoring regime and the conditions for major transactions requiring Council approval. The Trust will report quarterly to the Council through the Environment Committee on the agreed measures, which will include a Statement of Financial Performance, Statement of Financial Position and Cash Flow Statement.

The Trust's audited accounts will be presented to the Council by due date. The Trust will continue to recognise Council as a principal funder.

The principles governing the relationship between the Trust and Council are:

- Council will be provided with access to information it requests.

- A "no surprises" approach.
- Work in a collaborative and constructive manner recognising each other's viewpoints and respecting differences.
- Act towards each other honestly and always in good faith.
- Communicate with each other openly, promptly, and in a clear and timely manner.
- Recognise the accountabilities that each has to the other and to those for the benefit of whom services are provided.

6.3 Board Membership

The members of the Karori Sanctuary Trust are:

Trustee	Term Expires
Denise Church (Chair), appointed by the Council	December 2018
Phillip Meyer, appointed by the Council	December 2020
Pete Monk, appointed by the Council	June 2020
Steven Thompson, appointed by the Guardians	July 2018
David Bibby, appointed by the Guardians	December 2018
Russell Spratt, co-opted by the Board	June 2021

- The revised Karori Sanctuary Trust Deed signed in October 2016 outlines the roles of the Trust and the Guardians. All trustees may receive an honorarium set by the Council and Guardians.
- The Trust Board shall meet no less frequently than eight times a year.
- The Chief Executive attends all meetings accompanied by their management team as required.
- Under the terms of the Trust Deed, the Board is required to have an Audit and Risk Committee. The terms of reference for this committee require that it meets at least four times a year. Members of the Audit and Risk Committee are Denise Church, Phillip Meyer and Iain Craig (an independent member).
- The Board may choose to set-up any new committees as deemed necessary in order to maintain an appropriate level of oversight.
- Trustees will contribute knowledge and skills across a range of work areas during the 2017/18 year and may from time to time contribute to working groups established by the Chief Executive.
- Pam Fuller's term as a trustee on the Board ended in June 2017. Following a collaborative process involving the Guardians, Wellington City Council appointed Pete Monk as a new trustee from July 2017.

6.4 Board Performance

The Chair and the Board as a whole will participate in regular reviews of their performance as follows:

- The Board as a whole by the Board.
- Individual Board members by the Board, through the Chair.
- The Chair by the Board.

The method/standards used to assess the performance will be based on the standards issued by the Institute of Directors in New Zealand, adapted for the Trust. From these reviews, development needs and any other actions required to ensure best practice governance and performance standards will be determined and implemented.

The last external review for the Board was held in November 2016, the next review is scheduled for the second half of 2018.

The Board will undertake a review of the Chief Executive's performance in July 2018.

6.5 Annual General Meeting

By established practice the Trust holds each year an Annual General Meeting (AGM) of members to discuss the Annual Report and current strategies. The Board establishes a date for the AGM in consultation with the Guardians.

The 2017 AGM was held on 15 October, and was well attended.

The next AGM will be held on 14 October 2018.

7. Organisational Health, Capability and Risk Assessment

7.1 Organisational Health and Capability

Our aim is deliver our work by attracting and retaining talented and capable staff and through strategic partnerships. Critical to our success is having experienced and motivated staff. Training and professional development for staff will continue to be a priority for 2018/19.

We will continue to work closely with Victoria University, Council (e.g. shared services initiative) and other partners to build the capability of the organisation.

7.2 Executive Team

Paul Atkins	Chief Executive Officer (appointed November 2015)
Danielle Shanahan	Manager Conservation, Research, Learning and Experience
Chris Fitzgerald	Manager Commercial Development
Anastasia Turnbull	Manager Learning and Engagement
Matthew Valentine	Manager Corporate Services

7.3 Environmental Practices

The Trust is committed to and incorporates sustainable practices.

ZEALANDIA has been awarded the Qualmark EnviroGold and the EnviroMark carboNZero accreditation.

The Rata Café has been accredited with all Conscious Consumer badges and is in the process to become organic certified as the kitchen garden extends to selling produce as well as providing it for the café business.

8. Health and Safety

The Trust has robust Health and Safety systems in place and a detailed Emergency Procedure Action Plan that complies with the Health and Safety at Work Act 2015.

Key actions taken or underway

- As part of their due diligence obligations, the organisation's officers now regularly dedicate time to focusing on a particular area of the operation and through consultation get a more comprehensive understanding of the risks in that area and where improvements might be made.
- Incident reports are now not only reviewed on a regular basis but a new procedure of sign off that ensures the officers are happy with the investigations and outcomes has been implemented.
- The CEO is a member of the "Business Leaders Health and Safety Forum" and uses this to inform and keep abreast of best practice models.
- We continue to ensure employees and volunteers have an inclusive role in the identification and management of health and safety matters; including using the Health and Safety Committee to give a direct line of communication and ownership around Health and Safety matter across all areas of the Organisation
- We maintain a training regime that ensures there is a good level of coverage of personnel who can confidently deal with first responder medical and emergency situations throughout the site at all times.
- We have instigated an Employee Support Programme through EAP Services which provides free and confidential support to all employees.

Initiatives planned

We will continue to:

- evolve our policies and processes as WorkSafe publishes new guidelines and requirements become clearer.
- foster a collaborative and proactive approach within the organisation and with our partners.
- engage with the PCBUs of other organisations with which the Trust works, partners, or otherwise deals, or is considering dealing with, to require more robust evidence of their suitability and pertinent qualifications before working with them.
- work with agencies such as the Wellington Regional Emergency Management office, the Rural Fire Authority, Search and Rescue New Zealand, and other Wellington City Council community controlled organisations, to develop relationships and review joint working relationships.

- engage with WorkSafe with a view to reducing our ACC levy payments by undertaking recommended programmes and assessments.
- identify and organise ongoing training to reach or exceed best practice levels in all areas.

8.1 Asset Management Plan

In 2016/17 the Trust reviewed its asset register in detail and wrote off a small number of assets. In 2018/19 we will continue to improve our asset management systems and explore if there are ways to integrate these with the systems used by WCC.

8.2 Risk Management

The Trust regularly reviews all known and potential risks. A robust risk management process, using standard risk methodology, is monitored by the Audit and Risk Committee and reported to the Board.

The Trust has robust fit-for-purpose systems and processes and financial delegations.

The Trust has insurance policies for Material Damage, Business Interruption, Combined Liability (Public, Employer, Statutory, Fidelity Guarantee and Lawsafe) and Trustee Liability.

For medium and high risks, control systems and management strategies are established, as appropriate. The objective is to reduce the residual risk to the point where all cost-effective mitigations have been put in place. The Audit and Risk Committee is responsible for reviewing these strategies. The Trust's management is responsible for their implementation. There are four response types, depending on the risk assessment and cost effectiveness considerations. These are:

- Avoidance: To eliminate the conditions that allow the risk to be present at all, often by changing or stopping the activity.
- Acceptance: To acknowledge the risk's existence, but to take no pre-emptive action to resolve it, except for the possible development of contingency plans should the risk event come to pass.
- Mitigation: To minimise the probability of a risk's occurrence or the impact of the risk should it occur.
- Deflection: To transfer the risk (in whole or part to another organisation, individual, or entity – such as through insurance).

A process to review and update the framework for the risks register is currently underway and will be completed and applied during the first quarter of the 2018/19 financial year. The new format will employ a risk matrix similar to that indicated below, with likelihood and consequence tables providing a greater degree of clarity in line with current best-practice. The revised framework will be included in the first quarterly report to Council in 2018/19.

Probability of Risk	Impact of Risk					
	2	3	4	5	6	7
1	3	4	5	6	7	8
0	2	3	4	5	6	7
-1	1	2	3	4	5	6
-2	0	1	2	3	4	5
-3	-1	0	1	2	3	4

9. Additional Information

9.1 Response to other specific Letter of Expectation matters (if applicable)

None

9.2 Ratio of Shareholders' Funds to Total Assets

Please refer to the Balance Sheet included in the Accounting policies (Appendix A).

9.3 Estimate of Amount Intended for Distribution

The Karori Sanctuary Trust is a not-for-profit organisation and registered charity and does not make a distribution to the Settler.

9.4 Acquisition Procedures

The Trustees have no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or any organisation.

9.5 Activities for which the Board seeks Compensation from a Local Authority

Total funding from Wellington City Council in 2018/19 is $840,000. The development of the Trust's 10 year sustainable business plan anticipates as a baseline the continuation of the current level of funding.

9.6 Estimate of Commercial Value of Shareholders' Investment

Not applicable.

Appendices

Appendix A: Accounting Policies

i. Statement of compliance and basis of preparation

Statement of compliance
The financial statements presented here are for the reporting entity, the Karori Sanctuary Trust. The Trust is a charitable trust registered under the Charities Act 2005 which requires compliance with generally accepted accounting practice (GAAP) in New Zealand.

As the primary objective of the trust is to develop a secure native wildlife sanctuary which benefits the community, rather than making a financial return, the trust is a public benefit entity for the purpose of financial reporting.

The financial statements of the trust comply with Public Benefit Entity standards Reduced Disclosure Regime (PBE RDR).

The financial statements have been prepared in accordance with Tier 2 PBE Standards and disclosure concessions have been applied. The trust is eligible to report in accordance with Tier 2 PBE Standards RDR because it does not have public accountability and it is not large.

Basis of reparation
The financial statements have been prepared in accordance with PBE RDR for not-for-profit organisations as required by the Financial reporting Act 2013.

Management has applied judgement in determining whether revenue streams have been appropriately classified as exchange or non-exchange in nature.

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Measurement base
The financial statements have been prepared on a historical cost basis.

The financial report is measured in New Zealand dollars and all values are rounded to the nearest dollar ($) unless otherwise stated.

ii. Recognition of revenue
Grants are recognised as revenue when the requirements under the grant agreement have been met. Any grants for which the requirements under the grant agreement have not been completed are carried as liabilities until all the conditions have been fulfilled. Revenue received from membership subscriptions is allocated proportionally over the period to which they relate. The unearned portion of subscriptions is shown under current liabilities. Prepaid visits are also treated as current liabilities.

Sales of goods and admissions comprise the amounts received and receivable for goods and services supplied to customers in the ordinary course of business. This revenue is recognised when the goods or services are provided to

the customer.

Exchange revenue is defined as transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services or use of assets) to another entity in exchange. Revenue streams defined as exchange are membership subscriptions, admissions, sales of goods, other grants and donations (received for specific projects) and some items of other revenue.

Non-exchange transactions arise where an entity receives value from another entity without giving approximately equal value in exchange. Revenue streams defined as non-exchange are the Wellington City Council grant as well as other grants and donations and items of other revenue that are not included under exchange transactions.

Interest income is accounted for as earned.

In the financial statements, there is no financial recognition of support given in the form of donated labour and materials.

iii. Cost of goods sold

Cost of goods sold comprises the purchase of stock items and other directly attributable costs relating to the Café, Retail, Functions and Education services.

iv. Property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets are measured initially at cost. Cost includes expenditure that is directly attributable to the acquisition of the items. The cost of an item is recognised only when it is probable that future economic benefit or service potential associated with the item will flow to the entity.

Subsequent costs that meet the recognition criteria above are recognised in the carrying value of the item of the fixed asset or intangible asset. Such cost includes the cost of replacing part of the asset if the recognition criteria are met. When significant parts of the asset are required to be replaced at intervals, the entity recognises such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the fixed asset as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in surplus or deficit as incurred.

Measurement subsequent to initial recognition:

Subsequent to initial recognition, Property, plant and equipment and intangible assets are measured using the cost model.

v. Depreciation and amortisation
Depreciation of Property, plant and equipment and amortisation of intangible assets is calculated on a straight-line basis so as to allocate the cost of the assets over their useful lives as follows:

Building/Infrastructure	5-100 years
Exhibitions	2-20 years
Leasehold improvements	10-50 years
Predator fence	25-50 years
Fixtures, Plant and Equipment	5-25 years
Vehicles	5-14 years
Other Assets	3-25 years
Computer Software	3 years

vi. Accounts Receivables
Accounts receivable are stated at anticipated realisable value after providing against debt where collection is doubtful.

vii. Stock on Hand
Stock on hand comprise of retail and food and beverages. They are stated at the lower of cost and net realisable value. Cost is determined on a weighted average cost basis.

viii. Leased Assets
As Lessee:
Operating leases
Operating lease payments are recognised as an expense in the periods the amounts are payable.

Finance leases
A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases where the Trust is the lessee are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

ix. Impairment
Property, plant and equipment and intangible assets held at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognized in the surplus or deficit.

x. Employee Entitlements
Employee entitlements to salaries and wages, annual leave and other benefits are recognised when they accrue to employees.
The liability for employee entitlements is carried at the present value of the estimated future cash outflows.

xi. Goods and Services Tax (GST)
The financial statements have been prepared so that all components are stated exclusive of GST with the exception of receivables and payables that include GST invoiced.

xii. Income Tax
The Trust being a charitable organisation is income tax exempt under the Income Tax Act 2007.

xiii. Statement of Cash Flows
The following are the definitions of the terms used in the statement of cash flows:
(a)Operating activities include all transactions and other events that are not investing or financing activities.
(b)Investing activities are those activities relating to acquisition, holding and disposal of property, plant and equipment and of investments.

(c)Financing activities are those activities that result in changes in the size and composition of the capital structure. This includes both equity and debt not falling within the definition of cash.
(d)Cash is considered to be cash on hand and current accounts in banks, net of bank overdrafts.

xiv. Changes in accounting policies
There have been no changes in accounting policies in the year.

Appendix B: ZEALANDIA Budget for 2018/19

ZEALANDIA will continue to drive revenue and contain costs in 2018/19 and complete the year with a healthy operating surplus.

ZEALANDIA - KARORI SANCTUARY TRUST

Forecast 30-Jun-18	STATEMENT OF COMPREHENSIVE INCOME	Qtr to 30-Sep-18	Qtr to 31-Dec-18	Qtr to 31-Mar-19	Qtr to 30-Jun-19	FYE 30-Jun-19	FYE 30-Jun-20	FYE 30-Jun-21
	Trading Revenue							
862,113	Admissions	120,000	229,000	313,000	198,000	860,000	877,000	895,000
321,833	Membership Subscriptions	65,000	90,000	89,000	68,100	312,100	318,000	324,000
	Other Operating Revenue							
	Sales of Goods							
2,265,081	Other trading revenue	356,000	695,000	861,100	451,000	2,363,100	2,429,100	2,494,700
	Other Operating Revenue							
835,000	Shareholder grants	208,750	208,750	208,750	208,750	835,000	835,000	835,000
145,000	Living wage fund from WCC	36,975	36,975	36,975	36,975	147,900	151,000	154,000
540,032	Sponsorships, grants and donations	67,500	67,500	67,500	67,500	270,000	275,000	281,000
	Other operating income							
	Non-operating Revenue							
	Sub-lease and other non-operating income							
41,172	Interest income	4,500	9,000	4,500	9,000	27,000	27,000	27,000
	Other income							
5,010,231	**Total Revenue**	858,725	1,336,225	1,580,825	1,039,325	4,815,100	4,912,100	5,010,700
	Operating Expenses (overheads)							
3,005,121	Salaries and wages	706,000	734,000	736,500	706,000	2,882,500	2,940,000	2,999,000
557,982	Cost of goods sold	119,000	139,000	153,000	119,000	530,000	541,000	552,000
556,901	Other operating expenses	156,000	168,000	168,000	156,000	648,000	661,000	674,000
92,228	Trustee expenses	24,000	23,000	24,000	23,000	94,000	96,000	98,000
271,079	Administration costs	84,000	84,000	84,000	84,000	336,000	343,000	350,000
4,483,311	**Total Operating Expenditure**	1,089,000	1,148,000	1,165,500	1,088,000	4,490,500	4,581,000	4,673,000
526,920	**Net Surplus/(Deficit) before Depreciation and Tax**	(230,275)	188,225	415,325	(48,675)	324,600	331,100	337,700
4,812	Interest expense	3,000	2,000	1,000		6,000		
	Loss on Visitor Centre transfer to WCC							
555,648	Depreciation	147,000	147,000	147,000	147,000	588,000	590,000	590,000
(33,540)	**Net Surplus/(Deficit)**	(380,275)	39,225	267,325	(195,675)	(269,400)	(258,900)	(252,300)

ZEALANDIA - KARORI SANCTUARY TRUST

Forecast 30-Jun-18	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-18	As at 31-Dec-18	As at 31-Mar-19	As at 30-Jun-19	As at 30-Jun-19	As at 30-Jun-20	As at 30-Jun-21
	Equity							
3,852,708	Trust Funds	3,819,168	3,438,893	3,478,118	3,745,443	3,819,168	3,549,768	3,290,868
(33,540)	Current year earnings	(380,275)	39,225	267,325	(195,675)	(269,400)	(258,900)	(252,300)
3,819,168	**Total Shareholder/Trust Funds**	3,438,893	3,478,118	3,745,443	3,549,768	3,549,768	3,290,868	3,038,568
	Current Assets							
230,000	Cash and cash equivalents	113,704	214,929	550,921	506,246	506,246	837,346	1,180,046
45,000	Accounts receivable	45,000	45,000	45,000	46,000	46,000	51,000	51,000
	Prepayments							
45,000	Inventory	45,000	45,000	45,000	50,000	50,000	55,000	60,000
	Other current assets							
320,000	**Total Current Assets**	203,704	304,929	640,921	602,246	602,246	943,346	1,291,046
	Investments							
1,060,000	Term deposits	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000
	Other investments							
1,060,000	**Total Investments**	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000
	Non-current Assets							
3,225,522	Fixed assets	3,078,522	2,931,522	2,784,522	2,637,522	2,637,522	2,047,522	1,457,522
	Intangible assets							
	Other non-current assets							
3,225,522	**Total Non-current Assets**	3,078,522	2,931,522	2,784,522	2,637,522	2,637,522	2,047,522	1,457,522
4,605,522	**Total Assets**	4,342,226	4,296,451	4,485,443	4,299,768	4,299,768	4,050,868	3,808,568
	Current Liabilities							
226,000	Accounts payable	120,000	210,000	150,000	230,000	230,000	230,000	230,000
206,000	Income in advance	510,000	280,000	410,000	210,000	210,000	220,000	230,000
109,000	Employee entitlements	100,000	100,000	110,000	120,000	120,000	120,000	120,000
177,021	Provisions and accruals	130,000	210,000	70,000	190,000	190,000	190,000	190,000
68,333	Other current liabilities	43,333	18,333					
786,354	**Total Current Liabilities**	903,333	818,333	740,000	750,000	750,000	760,000	770,000
					- 36,354			
	Non-current Liabilities							
	Shareholder advances							
	Other non-current liabilities							
	Total Non-current Liabilities							
786,354	**Total Liabilities**	903,333	818,333	740,000	750,000	750,000	760,000	770,000
3,819,168	**Net Assets**	3,438,893	3,478,118	3,745,443	3,549,768	3,549,768	3,290,868	3,038,568

ZEALANDIA - KARORI SANCTUARY TRUST

Forecast 30-Jun-18	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-18	Qtr to 31-Dec-18	Qtr to 31-Mar-19	Qtr to 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Cash Flows From Operating Activities							
	Inflows							
3,500,781	Trading Receipts	525,325	1,029,725	1,221,325	761,825	3,538,200	3,629,100	3,723,700
835,000	Shareholder grants	417,500		417,500		835,000	835,000	835,000
145,000	Living wage fund	147,900				147,900	151,000	154,000
540,032	Sponsorships and donations	67,500	67,500	67,500	67,500	270,000	275,000	281,000
	Other Income							
	Outflows							
3,005,121	Payments to Employees	715,000	734,000	726,500	696,000	2,871,500	2,940,000	2,999,000
1,450,190	Payments to Suppliers	536,021	244,000	629,000	187,000	1,596,021	1,646,000	1,679,000
	Net GST Cashflow							
	Other Operating Costs							
565,502	**Net Cash Flows From (Used In) Operating Activities**	(92,796)	119,225	350,825	(53,675)	323,579	304,100	315,700
	Cash Flows From (Used In) Investing Activities							
	Inflows							
	Sale of fixed assets							
	Sale of investment assets							
140,000	Other - Term Deposit cash-out							
	Outflows							
641,768	Purchase of fixed assets							
	Purchase of investments							
	Other							
(501,768)	**Total Investing Cash Flow**							
	Cash Flows From (Used In) Financing Activities							
	Inflows							
	Drawdown of loans							
41,172	Investment income	4,500	9,000	4,500	9,000	27,000	27,000	27,000
	Other							
	Outflows							
100,000	Repayment of loans	25,000	25,000	18,333		68,333		
4,812	Interest paid	3,000	2,000	1,000		6,000		
	Other							
(63,640)	**Total Financing Cash Flow**	(23,500)	(18,000)	(14,833)	9,000	(47,333)	27,000	27,000
94	**Net Increase/(Decrease) in Cash Held**	(116,296)	101,225	335,992	(44,675)	276,246	331,100	342,700
229,906	**Opening Cash Equivalents**	230,000	113,704	214,929	550,921	230,000	506,246	837,346
	Adjustments (rounding)							
230,000	**Closing Cash Equivalents**	113,704	214,929	550,921	506,246	506,246	837,346	1,180,046

Statement of Intent 2018/19
Wellington Cable Car Limited



Presented to the Council Controlled Organisations Sub-Committee
Pursuant to Schedule 8 of the Local Government Act (2002)

Contents

1. Introduction 1
2. Strategic Direction 3
3. Nature and Scope of Activities 12
4. Performance Measurements 14
5. Board's Approach to Governance 17
6. Organisational Health, Capability and Risk Assessment 18
7. Additional Information 20
Appendix 1: WCCL Risk Register (High Risks) 23
Appendix 2: Accounting Policies 26
Appendix 3: Forecast Financial Statements 32

1. Introduction

Wellington Cable Car Limited (WCCL) is proud to present the Statement of Intent for 2018/19 as required by the Local Government Act, 2002 and WCCL's Shareholder, Wellington City Council. As a Council Controlled Organisation (CCO), WCCL is accounted for as a Public Benefit Entity (PBE).

WCCL has historically comprised two operating divisions – the Cable Car and the Trolley Bus Overhead Electrical Network, however, with the demise of Trolley Bus services in October 2017, WCCL is going through a significant change process. The Traction Services operating division is completing the Network Decommissioning Project, and once this is complete, this part of the business will be wound down and all remaining assets will be disposed.

Cable Car

From a regulatory perspective, the Cable Car is a funicular railway and operates under the jurisdiction of the Railways Act, 2005 (overseen by the New Zealand Transport Agency (NZTA) Rail Safety Regulator.

The Cable Car is funded solely by passenger revenue and does not receive any other central or local government funding to subsidise it. With the upturn in the local economy and international tourist visitors to New Zealand, the Cable Car carries in excess of 1,000,000 passengers per annum. Its patronage is split between local residents and visitors to Wellington. However, future growth is predicted with visitors (in particular, cruise ship passengers and free, independent travellers).

Despite the healthy passenger number, under the current fares structure, future revenue will be insufficient to fund the Cable Car's ongoing asset management programme (in particular, the replacement of rolling stock which needs to commence in 2024). WCCL will be increasing fares in July 2018 to partially bridge the gap between anticipated future costs and income received (primarily, passenger revenue). Part of the aim of the fare changes is to encourage local residents to take advantage of the significant discounts available by using multi-trip passes and discount systems such as Snapper. If this fare increase is not sufficient, further increases will be reviewed in the future.

Provision of the SuperGold scheme is another area that is causing WCCL financial angst. The Ministry of Transport caps the funding available, and the nature of the passenger usage often clashes directly with the Cable Car's busiest periods that occur when cruise ships visit Wellington (approximately 60 days per annum). This lack of sufficient SuperGold funding has been raised before with the Ministry of Transport to no avail, and this very popular scheme is not sustainable in the long term.



Figure 1:Cambridge Tce – looking North

Trolley Bus Overhead Electrical Network

Physical decommissioning of the Trolley Bus overhead electrical network commenced in October 2017 and has proceeded extremely well to date. Practical completion is expected before December 2018, and some of the remaining physical infrastructure (Poles and Building Anchors) will be transferred to Wellington City Council on or before 30 June 2019.

The staff and supporting contractors of the Traction Services operating division have performed and behaved in an exemplary fashion throughout this unusual period in WCCL's history. Their amazing efforts to maintain operational services over many years whilst achieving very high levels of safety is gratefully appreciated. They can be justifiably proud of their efforts.

2. Strategic Direction

a) Core Purpose

The primary business activities of WCCL are the:

1. Provision of the Cable Car passenger service, to meet the needs of local residents (including commuters and students) and visitors to Wellington. This operation is financed from passenger fare income and any additional revenue developed from WCCL and other tourism-related activities.

2. Decommissioning of the Trolley Bus overhead electrical network under contract from GWRC, using Broadspectrum as the main sub-contractor and is funded by GWRC.

   Whilst WCCL still owes infrastructure pertaining to the network, additional work includes:

   - Infrastructure-related activities undertaken within Wellington. Third-party projects requiring the overhead electrical network to be relocated and/or modified (for example, construction projects within the CBD);

   - Maintaining WCCL's pole network funded via pole user charges from telecommunications companies using WCCL's poles to support their communication networks.

   - Assisting KiwiRail with repairs and upgrades to the Wellington Region overhead rail electrical traction services network.

b) Cable Car Passenger Operating Environment Update

The operating environment during the 2017/18 year has continued to be strong, and the whole tourism industry in Wellington (including the Cable Car) has benefitted significantly from this. Further growth, in the tourism sector is predicted. Local growth is harder to predict, noting the projected relatively small population increase in Kelburn and the adjacent suburbs.

The Cable Car is the second most visited tourist attraction in Wellington after the Museum of New Zealand Te Papa Tongarewa, and customer feedback indicates that it is perceived as an iconic attraction for Wellingtonians and visitors alike. Patronage is shared between local residents (including students at Victoria University of Wellington) and tourists.

Looking further ahead, it is likely that the tourist market will take a larger share of the total number of passengers, based upon current estimates from the NZ tourism industry and the Wellington Regional Economic Development Agency (WREDA). To further leverage off this opportunity and in order for the Company to continue to enhance the overall visitor experience (for both locals and tourists), WCCL will work more proactively with WREDA during the 2018/19 year to assist in the identification of opportunities. For budgeting purposes, an annual growth rate of 1% increase in passenger numbers and revenue for the next three years has been assumed.

c) Health, Safety, and Wellness

The Health and Safety at Work Act 2015 has now been enacted and this is already driving positive behaviours and greater collaboration between key players in the Wellington public transport sector. This includes regular meetings between PCBUs at which learnings are shared, and initiatives are discussed to promote safety and raise awareness. WCCL's partners in this process include WCC, GWRC and NZTA, Broadspectrum, NZ Bus, and Wellington Electricity.

WCCL's staff and sub-contractors have a huge role to play in the success of the Company. Looking after the most important asset WCCL possesses (its staff), and giving them the health, safety, and wellness support they need to carry on doing excellent work is important to the Company and our customersand is given a very high priority in everything that we do.

3. Nature and Scope of Activities

The activities that are undertaken and the outputs that WCCL seeks to deliver across both operating divisions are as follows:

Core Strategies	Key Activities and Outcomes Sought
a. Operation of Cable Car Service	Key Generic Activities and Outcomes 1. Ensure all legal and statutory requirements are met. 2. Safe operation of the Cable Car service with no serious injuries or fatalities, by ensuring high importance is placed on the safety of staff, contractors and members of the public, and meeting statutory requirements. 3. Reliable operation of Cable Car service by ensuring appropriate staffing levels and that assets are managed in accordance with the strategy and policies outlined in Cable Car Asset Management Plan. 4. High standard of customer service provided, with convenience for regular users and a memorable experience for visitors to Wellington. 5. Stakeholder engagement with all relevant central government departments, councils, organisations, companies, suppliers and third parties whose activities impinge upon or who could affect Cable Car services. 6. Cable Car marketing activities managed in accordance with the company' Marketing Plan. This includes the promotion of Wellington as a place to live, work and play. 7. Manage the operation of the Cable Car within the timetable to maximise the throughput of passengers, without detracting from the overall experience of visitors to the facility. 8. Train employees to ensure that they perform all aspects of their work helpfully and in accordance with safety and operational requirements. 9. Set revenue targets for the Cable Car service to contribute optimally to WCCL's net profit after tax. 10. Ensure appropriate insurance cover is held for Cable Car assets and functions. 11. Cable Car Health and Safety Plan kept up to date and appropriately managed. 12. Ensure the ongoing viability of the Cable Car

Core Strategies	Key Activities and Outcomes Sought
b. De-Commissioning of Trolley Bus Traction Services	13. Ensure the future planning for the Cable Car and its importance to the Wellington visitor economy and visitor experience, specifically by working pro-actively with WCC, WREDA, and other CCOs / Trusts to enhance the overall visitor experience of the Cable Car. 14. Ensure the Company considers opportunities to utilise WCC's shared services capabilities which are fit for purposes and scale of the Company's activities, as and when these opportunities are presented; specifically, in relation to the provision of information technology support. Key Generic Activities and Outcomes 1. Ensure all legal and statutory requirements are met. 2. Ensure the safe and efficient de-commissioning of the Trolley Bus Overhead Network (which is scheduled to complete by December 2018). 3. Stakeholder engagement with all relevant central government departments, councils, organisations, companies, suppliers and third parties whose activities impinge upon or who could affect Trolley Bus services. 4. Train WCCL employees (and Broadspectrum employees where necessary) to ensure that they can perform all aspects of their work satisfactorily and in accordance with safety and operational requirements. 5. Ensure appropriate insurance cover is held for Traction Services assets and vehicles, excluding the overhead electrical network infrastructure. 6. Dispose of Traction Services assets and vehicles, when practicable. 7. Liaise and negotiate with WCC, GWRC, utility companies and broadband providers to manage third party use of WCCL Poles for safety reasons and to secure revenue. 8. Provide assistance to organisations that need to relocate overhead electrical network assets for road building/modification purposes or earthquake strengthening works. 9. Enable the efficient and effective transfer of the pole network assets post de-commissioning to Wellington City Council.

4. Performance Measurements

a) Cable Car Passenger Services Performance Measures

Performance Indicator	Measure	Target/Result
Cable Car vehicles, track, tunnels, bridges, buildings and equipment are maintained to required safety standards	Approval by NZTA Rail Safety Regulator to be obtained each year	Timely approval received
Cable Car Service Reliability	Percentage Reliability	Greater than 99.0%
Cable Car User Satisfaction Survey	<u>Local Residents:</u> How often do you use the Cable Car? <u>Tourists:</u> How do you rate the visitor experience on the Cable Car?	X% travel on the Cable Car at least once every year 2018/19 – 52% 2019/20 – 54% 2020/21 – 56% Y% of respondents provide a rating of greater than 6 on a scale of 1 to 10 2018/19 – 91% 2019/20 – 92% 2020/21 – 93%
Cable Car Service maintains Qualmark endorsement to verify that the Cable Car Service meets established tourism standards	Qualmark endorsement maintained	Qualmark endorsement maintained when annual requalification is required
Cable Car Asset Management Plan (AMP) implemented and maintained	Asset Management Plan as approved by the Board is implemented with care and efficiency.	Asset Management Plan implemented, and long-term planning and financial implications fed into WCCL and WCC planning and financial systems
Cable Car Passenger Trips	Passenger trips as per the estimates below	Passenger trip estimates achieved, or variances explained

WCCL Statement of Intent 2018/19

Estimated Cable Car Passenger Numbers and Revenue					
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Full Year
2017/18 (SOI Estimates)	206,367	293,010	375,962	216,589	1,091,928
2017/18 (Pax)	190,600[2]	330,011	375,962[1]	216,589[1]	**1,113,162**
2017/18 (Revenue)	577,441	882,835	$1,053,333[1]	$536,983[1]	**3,050,592**
2018/19 (Pax)	190,269	325,642	375,856	243,479	**1,135,246**
2018/19 (Revenue)	$533,317	$1,028,047	$1,242,635	$716,750	**$3,520,749**
2019/20 (Pax)	192,059	326,366	379,559	245,872	**1,143,856**
2019/20 (Revenue)	$539,415	$1,033,099	$1,254,733	$723,620	**$3,550,867**
2020/21 (Pax)	194,903	331,209	385,256	249,544	**1,160,912**
2020/21 (Revenue)	$547,118	$1,048,123	$1,273,336	$734,094	**$3,602,671**

1. Estimated figures for the remainder of the 2017/18 financial year.
2. The Cable Car had its annual shutdown during this quarter as it was deferred from the 2016/17 year and therefore not budgeted for in the 2017/18 year.

WCCL Statement of Intent 2018/19

b) WCCL Corporate Activities Performance Measures

Performance Indicator	Measure	Target/Result
Compliance with appropriate regulations and statues	Number of adverse comments from the relevant regulatory authorities	Nil adverse comments
WCCL Corporate and Operational Risks are proactively identified, assessed and managed to an As Low As Reasonably Practicable (ALARP) level in accordance with the principles contained in AS/NZS ISO 31000:2009.	WCCL Corporate and Operational Risks are proactively identified, assessed and managed	Nil Extreme Risks extant High Risks are proactively managed and eliminated or minimised.
WCCL disaster recovery plan update	WCCL completes a detailed review and update of the existing disaster recovery plan given the recent natural hazards in Wellington and the inherent nature of its business	Update of the WCCL disaster recovery plan.

c) Financial Performance Measures

Performance Indicator	Measure	Target/Result
Budgetary requirements approved by the WCCL Board are met	Degree of variance from budget	Within 10% of Board approved variance
Board delegations are adhered to	Board and leadership team approvals of financial and contractual commitments and expenditure	All approvals of financial and contractual commitments and expenditure are in accordance with the delegations' policy
WCCL can fund its long-term Cable Car capital expenditure programme	Appropriate budgeted amount set aside each year for long-term capital works programme	Sufficient financial reserves are maintained to permit funding of capital works programme as included in the Asset Management Plan, through a combination of cash, external borrowing, and grants / external funding

5. Board's Approach to Governance

- The Board of Directors normally comprises two members. All are appointed by WCC for varying terms, according to WCC practices.
- The Chairman and other Director are both appointed by WCC.
- The Board currently meets formally every two months (typically five meetings per annum). Further detail on Board practices is outlined below at paragraph 5(c).

a) Responsibility of the Directors

The Board supports the principles of good governance as set out in "The Four Pillars of Governance Best Practice for New Zealand Directors" (incorporating the Code of Practice for Directors), issued by the Institute of Directors in New Zealand (Inc.) in 2012.

The responsibilities of the Directors include:

- Exercising prudence and skill in their governance of the company, and to act in accordance with the requirements of the Companies Act 1993 and all other relevant legislation in the execution of their duties;
- Managing WCCL to meet:
  - The objectives of WCCL's Board;
  - General WCC objectives for WCCL as expressed from time to time;
  - Monitoring and addressing policy, solvency and statutory matters of the company;
  - Monitoring all of the company's activities and ensuring the company acts in accordance with its stated objectives.
  - A 'no surprises' approach to its shareholder and stakeholders

b) Delegated Functions

The Board of Directors delegates the day-to-day management of the company to the CEO and their leadership team, who are required to act in accordance with the Board's approved delegations' policy.

c) Board Practices

The Board's practices include:

i) The Chair and the CEO discuss current issues on a weekly basis

ii) The Directors and the CEO meet monthly for a formal catch-up to discuss governance issues.

iii) The Board meets bi-monthly or more frequently on an as-required basis.

6. Organisational Health, Capability and Risk Assessment

WCCL is committed to developing and maintaining an enduring and resilient approach to health and safety that embeds a culture of zero harm within the company, adheres to legislative requirements and ensures that staff, contractors, and the general public are not exposed to unnecessary risk or harm in their dealings with WCCL. The following approaches and organisational procedures are in place or are being developed to ensure that WCCL meets its obligations to the Council and the Wellington public as required by the Health and Safety at Work Act 2015, the Railways Act 2005, Local Government Act 2002 and other pertinent legislation:

a) Organisational Approach to Health and Safety:

WCCL works in conjunction with WCC to ensure that WCCL remains "*ahead of the curve*" under the Health and Safety at Work Act, 2015 in addition to the ongoing rail safety practices that are undertaken by the NZTA Rail Safety Regulator (Cable Car).

The Cable Car operates under a license granted by the NZTA Rail Safety Regulator and follows well-established procedures for the investigation and reporting of any near misses or accidents. The vast majority of reported events comprise of slips, trips or falls, or members of the general public who have injured themselves elsewhere and ask for first aid assistance while travelling on the Cable Car.

At a governance level, Health and Safety reporting is a mandatory item at all Board meetings, ensuring that Directors remain appraised of current statistics and any developments arising.

As a result, WCCL has in place appropriate Health and Safety policies, practices and procedures to meet its responsibilities covering hazard identification and management, emergency planning, accident reporting, investigation management, contractor management and safe work procedures (incorporating appropriate Safe Systems of Work).

b) Capital Investment and Asset Management Plans:

Ensuring that adequate funding is secured in order to meet the requirements of the long-term Cable Car capital investment plan is a very high priority as several significant large equipment replacement programmes will be needed over the next 10-12 years.

Over the recent years, WCCL has liaised with NZTA and GWRC in addition to WCC to identify whether becoming part of the Metlink public transport network was a viable option in order to secure the required funding. During the 2017/18 year, WCCL (in consultation with WCC) has reached the conclusion that the Company remaining an independent transport operator is the best course of action.

Given the decision not to seek to become part of the Metlink public transport network, The Company has been reviewing its long-term operational and structural model to identify options for raising the required funding via managed fare increases, along with prudent expense management and funding the remaining amount via debt funding or grant funding from WCC.

By putting in place a secure long-term funding model (ideally which the Company can internally fund), it allows WCCL to be financially independent.

c) Emergency Planning and Business Continuity:

WCCL has an existing disaster recovery plan, however, during the 2017/18 year, the Company has as a measure to complete a detailed review and update of this plan given the recent natural events and the inherent nature of the WCCL business. The disaster recovery plan focuses on effective communications with staff and the general public in the event of an emergency event, as well as IT system and data recovery., The importance of maintaining the Cable Car passenger service for the general public in the event of accidents, incidents, and natural disasters, and the safety of the Overhead Trolley Bus Network until such time it is fully de-commissioned.

d) Risk Management:

The company's Risk Management Policy is to actively manage risk by assessing risks on at least an annual basis, using the methodologies and practices laid down in AS/NZS ISO 31000:2009 (Risk Management). These risks are identified and actively managed under the following categories:

a) Health and Safety
b) Environment
c) Asset Management
d) Financial and Commercial
e) Statutory and Legislation
f) Corporate
g) Project
h) Operational
i) HR
j) IT

In each category, the effect of a risk on the business have been considered and the level of risk assessed, taking into account any controls that have been put in place. Risk mitigation actions and controls are determined such that the level of risk is considered to be As Low As Reasonably Practicable (ALARP) using the principles of eliminate, substitute, isolate or engineering controls.

WCCL has no risks that have an Extreme assessment.

The Risk Register currently contains 5 risks that have a High Assessment (3 Cable Car and 2 Trolley Bus).

WCCL regularly reviews and updates it's WCCL Risk Register, and the latest version containing all of the High risks as of writing date is included in Appendix One.

BroadSpectrum has their own Risk Registers that pertain to certain aspects of Trolley Bus de-commissioning project. Regular health and safety meetings are held with BroadSpectrum (as required of PCBUs by the Health and Safety at Work Act, 2015) where any significant hazards and risks arising are discussed, and actions agreed to eliminate or mitigate risk (where practicable).

7. Additional Information

Ratio of Shareholders Funds to Total Assets

Definition of Terms

Shareholders' funds: Represents the net equity the shareholder has contributed to the Company since its incorporation. This amount includes issued share capital, revaluation reserves, and retained earnings. For completeness, this amount would also include any balances in the shareholder current account that exist, noting that this is not applicable in the case of WCCL as the Company is self-sufficient financially (other than specific grants received from WCC and GWRC) and pays all amounts in respect of dividends when they are declared. As at 30 June 2017, the shareholders' funds equated to $9.724m.

Total Assets: Represent the total assets, both intangible and tangible of the Company, disclosed in accordance with applicable financial reporting standards. For completeness, it is noted that any tax liabilities in respect of GST and deferred tax are classified as liabilities irrespective of them being a debit or credit balance. As at 30 June 2017, the Total Assets of the Company equated to $12.183m.

Ratio of Shareholders Funds to Total Assets as at 30 June 2017 – 80%

a) Estimate of Amount Intended for Distribution

The Board and Management of the Company are continuously investigating additional revenue-earning streams, and the result of these activities may require initial capital investment in order to provide increased revenue (and therefore dividend) streams in future years subject to any agreement reached in relation to the future funding of the Cable Car asset management plan. The Company is also undertaking a full review of future fare increases and ensuring prudent expense management to ensure maximum cash reserves are in place when required.

Cable Car passenger numbers and revenue have continued to increase over the recent years since the completion of the new Cable Car Kelburn terminus in 2013 as well as the other improvements and strategic marketing initiatives the Company has been undertaking since 2014. The Directors anticipate revenue will continue to increase given the recent work on the Cable Car electric drive in June/July 2016 and continuing growth in tourist numbers in Wellington.

However, because of the planned capital investment programme detailed within this Statement of Intent (specifically the Cable Car assets) and the Company's aim to remain as financial independent wherever possible, the Company will not declare any dividends in respect of the 2017/18 year and the subsequent two financial years.

As stated in this Statement of Intent, there is the long-term requirement to ensure that the capital investment programme of the Company is adequately funded. In order to determine these needs, the Company has produced a comprehensive 50-year Asset Management Plan covering the period 2016 – 2066 (in respect of the Cable Car operations only given the cessation of Trolley Bus services). In addition to the additional maintenance required over the coming years, the most important project within the capital investment programme is the replacement of the Cable Car Passenger Vehicles and Bogies (currently planned for 2025/26). This is considered the bare minimum to obtain a licence to operate from the NZTA rail safety regulator and maintain the operation at an acceptable level of performance and customer experience. In addition, the Cable Car is an iconic attraction, and WCCL wishes to maintain the highest levels of service and customer experience wherever possible.

b) Acquisition Procedures

The Company will only issue shares or acquire shares in other companies or become a partner with any other business with the express prior permission of WCC.

The Company will fully investigate and report to WCC any proposal to enter into partnerships or to sell any buildings or other significant assets before binding commitments are entered into.

c) Activities for which the Board Seeks Compensation from a Local Authority

The Company obtains funding from the following sources, noting that no significant operational or capital funding has previously been provided by WCC for many years prior to the Electric Drive replacement which commenced in the 2015/16 year which was much appreciated by the Company:

- The company is funded by GWRC to de-commission the Trolley Bus overhead electrical network;
- The Cable Car operation will be funded from fares.
- Income from undertaking miscellaneous services for third parties relating to the Trolley Bus overhead electrical network, including project management (for example, the Victoria University Pipitea campus construction project); and

Utility companies that currently pay for the use of Trolley Bus poles (for example, Telecommunications companies for UFB infrastructure).

d) Estimate of commercial value of shareholders investment

The estimate of commercial value is equal to the equity value of the company as at 30 June 2017, is $9.724m.

The commercial value is reassessed annually, following completion of the audited annual report of the Company.

e) Other matters (if applicable), e.g. Water supply services, LGA requirements

Nil

f) Supplementary information the entity wishes to include

Insurance Programme

The insurance programme for the respective operating divisions is as follows:

(1) Cable Car Service

All assets related to the cable car service are covered by a policy with Lloyds of London.

The amount of cover necessary has been calculated on the basis of Probable Maximum Loss, as advised by the structure and earthquake engineering consultant who surveyed the assets and reported to WCCL. The Company maintains an investment fund which exceeds any excess payable under this insurance policy to ensure sufficient business operations funds exist at any point in time.

(2) Material Change

Following the Canterbury earthquakes, it was not possible to get continued cover from the then insurer, or from any other NZ-based insurer. The placement was made with Lloyds through an introduction by WCC on the best terms that could be achieved, but not for full replacement. WCCL was able to get its cover only on the strength of the consultant's report and his assessment of Probable Maximum Loss.

At the time of writing, WCCL has not completed its insurance renewal in respect of the 2018/19 year, however, given the Kaikoura earthquake in November 2016 and the impact it has on market premiums payable, it is expected that insurance premiums will increase over those payable in respect of the 2017/18 year; this is also due to WCCL negotiating a premium cap for the two years commencing in the 2016/17 year.

(3) Cable Car Service

All assets related to the cable car service are covered by a policy with Lloyds of London.

The amount of cover necessary has been calculated on the basis of Probable Maximum Loss, as advised by the structure and earthquake engineering consultant who surveyed the assets and reported to WCCL. The Company maintains an investment fund which exceeds any excess payable under this insurance policy to ensure sufficient business operations funds exist at any point in time.

(4) Trolley Bus Overhead Network

The trolley bus overhead network itself (poles, stays wires, contact wire, and other equipment) is self-insured.

The warehouse and contents, including inventory and equipment, is insured with an NZ-based insurer (Aon as broker).

Motor Vehicles are insured with an NZ-based insurer (AON).
Liability covers are insured with an NZ-based insurer (AON).

Appendix 1: WCCL Risk Register (High Risks)

WCCL Statement of Intent 2018/19

Wellington Cable Car Limited (Cable Car Risk Register as at 11 May 2018 - Highs Only)

Risk ID #	Hazard Title	Risk Items	Risk Causes	Risk Effects	Risk Controls	Pre-Controls Probability	Pre-Controls Impact	Pre-Controls Risk	Probability	Impact	Risk Rating	Categories
0007	Earthquake (Small) - (sets off EQ monitor in Control room)	1 - Minor to serious injuries e.g. unconsciousness, cuts, abrasions or loss of life due to falling debris	1 - Small Earthquake	1 - Damage to infrastructure and equipment	1 - Cars automatically slow to creep speed and stop at the next station function tripped by EQ monitor. The monitor has a trigger level of 0.01g	Possible	Major	High	Possible	Moderate	High	Health & Safety
		2 - Loss of equipment		2 - Injury to employee/ contractor	2 - Evacuation signs fitted at Lambton and Kelburn Terminals	Possible	Moderate	High	Possible	Minor	Medium	Plant and Equipment
		3 - Damage to structure			3 - Employees are trained in evacuation procedures							
		4 - Disruption to cable car services			4 - All exits are clearly identified with illuminated signs							
					5 - Car evacuation procedures taught and practised regularly as detailed in Drivers and Health & Safety Manuals							
					6 - A radio system operates between the two cars, Ticket Booth, Control Room, and Winding Room.							
					7 - Tunnels, bridges, visual inspection before service							
					8 - Tunnel convergence monitored							
0019	Damage to Cable Car by general public (anytime including after hours)	1 - Disruption to Cable Car services	1 - Unauthorised entry to Cable Car premises by public . Likely to be elevated at certain times of the year due to seasonal and large events.	1 - Vandalism/damage to Cable Car property	1 - Cars locked at night	Almost Certain	Major	Extreme	Possible	Moderate	High	Plant and Equipment
		2 - Damage to property		2 - Disruption to Cable Car services	2 - Monitored camera surveillance and alarms inside both Kelburn and Lambton Terminals							
		3 - Injuries to public		3 - Injuries to general public	3 - Both Kelburn and Lambton Terminals locked at night							
					4 - Isolating transformer used to supply mains power to strip							
					5 - Driver's pre-test run inspection conducted							
					6 - Sprinkler system at Kelburn to deter trespassers							
					7 - Chain installed at Kelburn (below the Control Room)							
					8 - Trespass signage installed between Salamanca and Kelburn							
					9 - Drivers have right to refuse entry on cars and lower station							
					10 - Drivers have radio communications and access to Security staff							
					11 - Security guards on site during events which may attract anti-social behaviour							
					12 - Scenario training on how to manage challenging situations provided to staff bi-annually							
					13 - A security camera has been installed on each cable car							
0029	Physical violence to staff by general public	1 - Mental and physical ill health of employees and passengers	1 - Public under the influence of drugs or alcohol	1 - Stress and possible physical violence to driver and passengers	1 - Drivers have right to refuse entry on cars and lower station	Likely	Major	Extreme	Possible	Moderate	High	Health & Safety
		2 - Disruption to Cable Car services		2 - Disruption to Cable Car services	2 - Drivers have radio communications and access to Security staff	Possible	Moderate	High	Unlikely	Moderate	Medium	Plant and Equipment
				3 - Minor damage to Cable Car and property	3 - Security guards on site during events which may attract anti-social behaviour							
					4 - Scenario training on how to manage challenging situations provided to staff bi-annually							
					5 - A security camera has been installed on each cable car							

WCCL Statement of Intent 2018/19

Wellington Cable Car Limited (Traction Services Risk Register as at 11 May 2018 - Highs Only)

Risk ID #	Hazard Title	Risk Items	Risk Causes	Risk Effects	Risk Controls	Pre-Controls Probability	Pre-Controls Impact	Pre-Controls Risk Rating	Probability	Impact	Risk Rating	Categories
0004	Earthquake (Large 5.5+)	1 - Injuries due to falling debris	1 - Earthquake - (Large)	1 - Damage to Glover Street building, overhead network, stock and equipment, public property and roading infrastructure.	1 - Reference Civil Defence Emergency Management Advice: Drop Cover Hold. Evacuation Assembly point: Footpath near the "emergency sign" located by the driveway entrance	Likely	Major	Extreme	Possible	Moderate	High	Health & Safety
		2 - Damage and loss of plant and equipment (i.e. Truck, Van, Tooling, Stock)		2 - Injury to employees	2 - A Civil defence cabinet with first aid, food and other supplies are located by the Warehouse entrance. The water containers are changed every six months.	Possible	Moderate	High	Possible	Minor	Medium	Plant and Equipment
		3 - Damage to overhead network infrastructure			3 - Staff are Trained first aiders.	Possible	Major	High	Possible	Minor	Medium	Financial
					4 - Evacuation/emergency signs are fitted within the Glover Street building.							
					5 - Overhead network inspection to be completed by staff/contractor.							
					6 - The overhead network has been designed, constructed and is maintained by competent persons.							
					7 - Structural inspection of building to be completed by an independent qualified person, building to be above 33% of code.							
0020	Extreme Weather Events	1 - Injuries to employees/contractors, damage to property	1 - Extreme weather conditions (wind, rain, flooding)	1 - Injury/illness to employee/contractor, and or general public	1 - WCCL vehicles are fuelled, equipment/stock at Glover Street Warehouse ready to use/distribute. Stock is also replenished at WCCL's contractor warehouse.	Possible	Major	High	Possible	Moderate	High	Health & Safety
			2 - Debris flying around	2 - Damage to overhead infrastructure	2 - Materials and rubbish securely stored/disposed of at WCCL Glover Street building and the Kilbirnie pole yard.	Possible	Moderate	High	Unlikely	Minor	Low	Plant and Equipment
			3 - Slippery surfaces	3 - Damage to plant and equipment	3 - Contractors undertake field operations. They make safe or repair any damage to the overhead network.	Possible	Major	High	Unlikely	Moderate	Medium	Operational Impact
				4 - Damage to property	4 - Observe and look after each other in the work party.	Possible	Moderate	High	Unlikely	Minor	Low	Reputation
					5 - PPE/Wet weather gear worn.							
					6 - If not safe and conditions are dangerous, work is stopped.							

Appendix 2: Accounting Policies

1. STATEMENT OF ACCOUNTING POLICIES

Reporting Entity

These are the financial statements of Wellington Cable Car Limited. Wellington Cable Car Limited is a company wholly owned by Wellington City Council and is registered under the Companies Act I993. It is a Council-controlled Organisation as defined by Section 6 of the Local Government Act 2002 and is domiciled in New Zealand

The primary objective of the Wellington Cable Car Limited is to provide goods or services for the community or social benefit rather than making a financial return. Accordingly, Wellington Cable Car Limited has designated itself as a public benefit entity for Financial Reporting Purposes.

The financial statements are for the year ended 30 June 2017 and were approved by the Board of Directors on 2 October 2017.

Basis of Preparation

These financial statements have been prepared on the basis that the company is a going concern and has the continuing support of its shareholders. Based on the continuing financial support of its shareholders, the company would satisfy the solvency requirements of the Companies Act 1993.

Statement of Compliance

The financial statements of Wellington Cable Car Limited have been prepared in accordance with the reporting requirements of the Companies Act 1993 and the Local Government Act 2002.

The financial statements have been prepared in accordance with Tier 2 PBE accounting standards. The company is eligible to report as a Tier 2 reporting entity with reduced disclosures on the basis that it does not have public accountability and is not large

The financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP) and they comply with PBE accounting standards.

Other accounting policies set out below have been applied consistently to all periods presented in these financial statements.

These financial statements are the first financial statements that have been presented in accordance with the new PBE Accounting Standards.

Measurement Base

The financial statements of Wellington Cable Car Limited have been prepared on an historical cost basis, except where modified by the revaluation of trolley bus overhead lines.

The information is presented in New Zealand dollars.

Changes in Accounting Policies

There have been no changes in accounting policies during the current financial year.

Specific Accounting Policies

In the preparation of these financial statements, the specific accounting policies are as follows:

(a) **Judgements and Estimations**

The preparation of financial statements requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, revenue and expenses.

Where material, information on the major assumptions is provided in the relevant accounting policy or will be provided in the relevant note.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised when the revision affects only that period. If the revision affects both current and future periods, it is reflected in the current and future periods.

Judgements that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in the relevant notes and highlighted below:

- The net realisable value of inventory in respect of The Trolley Bus division has been estimated at salvage value using recognised market values existing at balance date. Refer to Note 11.
- The value of the pole network has been estimated at its disposal value, being nil. The basis of this being the expected transfer value.

(b) **Property, Plant & Equipment**

Recognition

Property, plant and equipment consist of operational assets. Expenditure is capitalised as property, plant and equipment when it creates a new asset or increases the economic benefits over the total life of an existing asset and can be measured reliably. Costs that do not meet the criteria for capitalisation are expensed.

Property, plant and equipment is shown at cost, less accumulated depreciation and impairment losses.

Measurement

Property, plant and equipment are initially recorded at cost.

The initial cost of property, plant and equipment includes the purchase consideration and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential and that can be measured reliably is capitalised. In accordance with IPSAS 17, borrowing costs are capitalised if they are directly attributable to the acquisition, construction, or production of a qualifying asset.

Trolley Bus Overhead and Poles

The Traction network is valued at cost less accumulated depreciation in accordance with IPSAS 17, and annually reviewed for impairment to ensure its carrying value is accurately reflected. Please refer to Note 24 for further explanation.

Cable Car Assets

The Cable Car assets comprising the Cable Car Tracks & Wires and Cable Car Equipment are valued at cost less accumulated depreciation in accordance with IPSAS 17, and annually reviewed for impairment to ensure its carrying value is accurately reflected.

Impairment

The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment in accordance with PBE IPSAS 21 and PBE IPSAS 26. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use. Losses resulting from impairment are reported in the Statement of Comprehensive Revenue and Expense.

Disposal

Realised gains and losses arising from the disposal of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs. Any balance attributable to the disposed asset in the asset revaluation reserve is transferred to Accumulated Comprehensive Revenue and Expense.

Depreciation

Depreciation is provided on all property, plant and equipment, except for assets under construction (work in progress). Depreciation is calculated on a straight-line basis, to allocate the cost or value of the asset (less any residual value) over its useful life. The depreciation rates of the major classes of property, plant and equipment are as follows:

Cable Car Tracks & Wires
Cable Car Equipment
Cable Car Equipment
Computer Equipment
Motor Vehicles
Furniture & Fittings
Trolley Bus Overhead Wire System & Fittings
Trolley Bus Overhead Wire System Equipment
Trolley Bus Overhead Protection System

The residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each balance date.

Work-in-progress

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed. It is transferred to the relevant asset class only if it is probable that future economic benefits associated with the item will flow to Wellington Cable Car Limited and the cost of the item can be reliably measured.

(c) **Foreign Currencies**

Transactions in foreign currencies that are settled in the accounting period are translated into NZD (the functional currency) using the spot exchange rates at the dates of the transaction. Transactions in foreign currency that are not settled in the accounting period, resulting in monetary assets and liabilities denominated in foreign currencies at the Statement of Financial Position date are translated to NZD at the foreign exchange rate ruling at that date. Foreign exchange differences arising on their translation are recognised in the Statement of Comprehensive Revenue and Expense.

(d) **Intangible Assets**

Intangible assets comprise computer software which has a finite life and is initially recorded at cost less any amortisation and impairment losses. Amortisation is charged to the Statement of Comprehensive Revenue and Expense on a straight-line basis over the useful life of the asset.

Typically, the estimated useful lives of these assets are as follows:

Computer Software

Realised gains and losses arising from disposal of intangible assets are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs. Intangible assets are reviewed at least annually to determine if there is any indication of impairment. Where an intangible asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the Statement of Comprehensive Revenue and Expense.

(e) **Goods & Services Tax**

These financial statements have been prepared on a GST exclusive basis with the exception of accounts receivable and accounts payable which are shown inclusive of GST. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

(f) **Income Tax**

Income tax expense is charged in the Statement of Comprehensive Revenue and Expense in respect of the current year's results. Income tax on the surplus or deficit for the year comprises current and deferred tax.

Current tax is the expected tax payable on the taxable revenue for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous periods.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses.

Deferred tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at balance date. Deferred income tax assets are recognised to the extent that it is probable that future taxable surplus will be available against which the temporary differences can be utilised.

(g) **Inventories**

Wellington Cable Car Limited's inventory comprises of items held in respect of maintaining and operating the Overhead Trolley Bus network. Any inventory items utilised in providing this service is reimbursed by Greater Wellington Regional Council at its cost to Wellington Cable Car Limited. In accordance with PBE IPSAS 12, all inventory has been valued at the lower of cost using the weighted average cost formula or net realisable value. Any inventory items that are reclaimed from the existing Overhead Network are entered into inventory at a nil cost value, and where subsequently refurbished, the refurbishment costs are included in calculating the weighted average cost of that item.

(h) **Leases**

Operating Leases

Leases where the lessor effectively retains substantially all the risks and rewards of ownership of the leased items are classified as operating leases. Payments made under these leases are expensed in the Statement of Comprehensive Revenue and Expense in the period in which they are incurred. Payments made under operating leases are recognised in the Statement of Comprehensive Revenue and Expense on a straight-line basis over the term of the lease. Lease incentives received are recognised in the Statement of Comprehensive Revenue and Expense as an integral part of the total lease payment.

(i) **Statement of Cash Flow**

The Statement of Cash Flow has been prepared using the direct approach.

Operating activities include cash received from all revenue sources of the company and record the cash payments made for the supply of goods and services. Investing activities relate to the acquisition and disposal of assets. Financing activities relate to activities that change the equity and debt capital structure of the company.

(j) **Related Parties**

Related parties arise where one entity has the ability to affect the financial and operating policies of another through the presence of control or significant influence. Related parties also include key management personnel or a close member of the family of any key management personnel.

Directors' remuneration is any money, consideration or benefit received, receivable or otherwise made available, directly or indirectly, to a Director during the reporting period. Directors' remuneration does not include reimbursement of legitimate work expenses or the provision of work-related equipment such as cell phones and laptops.

(k) **Financial Instruments**

Wellington Cable Car Limited classifies its financial assets and financial liabilities according to the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Trade and other receivables

Trade and other receivables are recorded at their fair value, less any provision for impairment. A provision for impairment is established where there is objective evidence that the company will not be able to collect all amounts according to the original terms of receivable. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows discounted using effective interest method. Receivables with a short duration are not discounted.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with up to three months maturity from the date of acquisition. These are recorded at their fair value.

Short Term Investments

Short term investments comprise an ANZ term deposit that is invested for a period of less than 12 months. This is recorded at its fair value.

Trade and other payables

Short term payables are recorded at face value.

(l) **Revenue**

Wellington Cable Car Limited derives revenue from the cable car passenger service with fares being the sole source of income.
Additional revenue is received from projects in relation to the Traction Network to modify the network at the request of outside parties and there are also pole occupancy licences in place.

Revenue is recognised when billed or earned on an accrual basis. The non-exchange revenue consists of the funding for the operation of the Trolley Bus Network which is received from Greater Wellington Regional Council and also funding received from Wellington City Council for the replacement of the electric drive system.

- Exchange	3,170,573
- Non -Exchange	4,086,494
	7,257,067

(m)**Grants**
The trolley bus overhead wiring system funding is from contract payments by the Greater Wellington Regional Council.
Grants are recognised as revenue when received, unless conditions apply. Any grants for which conditions apply under the grant agreement are carried as liabilities until all the conditions have been fulfilled.

(n) **Expenses**
Expenses are recognised when the goods or services have been received on an accrual basis.

(o) **Employee Benefit liabilities**
A provision for employee benefits (holiday leave) is recognised as a liability when benefits are earned but not paid.

Holiday leave is calculated on an actual entitlement basis at the greater of the average or current hourly earnings in accordance with sections 16(2) and 16(4) of the Holidays Act 2003.

WCCL Statement of Intent 2018/19

Appendix 3: Forecast Financial Statements

WCCL Statement of Intent 2018/19

Wellington Cable Car Limited - Business Plan
Statement of Comprehensive Income for the years ending 30 June 2019, 2020 and 2021

	2018 Forecast	2019 - Qtr 1 $000	2019 - Qtr 2 $000	2019 - Qtr 3 $000	2019 - Qtr 4 $000	2019 - Total $000	2020 $000	2021 $000
OVERHEAD DIVISION								
Income	**6,250**	**635**	**635**	**635**	**635**	**2,519**	**0**	**0**
Contractor Operations Costs	920	0	0	0	0	0	0	0
Wellington Cable Car Operations Costs	440	0	0	0	0	0	0	0
Reactive Maintenance	50	0	0	0	0	0	0	0
Total Operating Expenses	**1,410**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Operating Surplus/Loss before Replacements	4,840	635	635	635	635	2,519	0	0
Pole Replacements	0	0	0	0	0	0	0	0
Feeder Pillar Replacements	0	0	0	0	0	0	0	0
Special Works Replacement	0	6	6	6	6	0	0	0
Contact Wire Replacements / Rentensions	0	0	0	0	0	0	0	0
AMP Expenditure	0	0	0	0	0	0	0	0
Total Replacements	**0**	**6**	**6**	**6**	**6**	**0**	**0**	**0**
Total 3rd Party Jobs Completed	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Overhead Division Items Subject to Business Case to GWRC								
Investigation Funding / Decommissiong	4,840	630	630	630	630	2,519	0	0
Contact Wire Replacements / Rentensions	0	0	0	0	0	0	0	0
Other Network Upgrade Expenditure	0 0	0	0	0	0	0	0	0
Total Maintenance cost	**4,840**	**635**	**635**	**635**	**635**	**2,519**	**0**	**0**
Depreciation	225	38	38	38	38	150	0	0
Total Expenses	**6,475**	**673**	**673**	**673**	**673**	**2,669**	**0**	**0**
Overhead Overall Surplus/ (Loss)	**(225)**	**(37)**	**(37)**	**(37)**	**(37)**	**(150)**	**0**	**0**

	2018 Forecast	2019 - Qtr 1 $000	2019 - Qtr 2 $000	2019 - Qtr 3 $000	2019 - Qtr 4 $000	2019 - Total $000	2020 $000	2021 $000
COMPANY ACTIVITIES DIVISION								
Cable Car Income	3,050	533	1,028	1,243	717	3,521	3,551	3,603
Cable Car Operations	1,123	322	322	322	322	1,288	1,336	1,386
Cable Car Maintenance	811	178	178	178	178	710	741	810
Depreciation	200	63	63	63	63	250	263	249
Cable Car Expenses Subtotal	2,134	562	562	562	562	2,248	2,339	2,445
Cable Car Operating Surplus/ (Loss)	915	(29)	466	681	155	1,273	1,211	1,157
EXTERNAL ACTIVITIES								
3rd Party Services Net Contribution	0	0	0	0	0	0	0	0
Sundry External Income	217	55	55	55	55	220	77	79
External Activities Operating Surplus / (Loss)	217	55	55	55	55	220	77	79
Administration Expenses	423	158	158	158	158	633	661	680
External Activities Division Surplus/ (Loss)	709	(132)	363	577	52	860	628	556
WELLINGTON CABLE CAR - TOTAL SURPLUS/ (LOSS) BEFORE TAX	484	(169)	325	540	14	710	628	556
Income Tax Expense	142	(46)	93	153	6	206	183	164
WELLINGTON CABLE CAR - TOTAL SURPLUS/ (LOSS) AFTER TAX	342	(124)	233	387	8	504	445	393
The Total Surplus / (Loss) After Tax Consists of:								
Total Income	9,517	1,224	1,718	1,933	1,407	6,282	3,628	3,681
Total Expenditure	(9,175)	(1,347)	(1,486)	(1,546)	(1,399)	(5,777)	(3,183)	(3,289)
	342	(124)	233	387	8	504	445	393

Wellington Cable Car Limited - Business Plan
Statement of Movements in Equity for the years ending 30 June 2019, 2020 and 2021

	Notes	Forecast 2018 $000	2019 $000	2020 $000	2021 $000
Opening Equity - 1 July		9,725	10,067	10,571	11,016
Net Surplus/(loss) for the period		342	504	445	393
Total Recognised Revenues and Expenses		342	504	445	393
Distribution to Owners		-	-	-	-
Closing Balance 30 June		10,067	10,571	11,016	11,408

Wellington Cable Car Limited - Business Plan
Statement of Financial Position for the years ending 30 June 2017, 2018 and 2019

	Notes	2018 $000	2019 $000	2020 $000	2021 $000
CURRENT ASSETS					
Bank	1	2,773	3,271	3,645	3,875
Inventory		100	-	-	-
Work In Progress		-	-	-	-
Accounts Receivable		350	150	150	150
		3,223	3,421	3,795	4,025
FIXED ASSETS	2	8,206	8,003	8,053	8,053
TOTAL ASSETS		11,429	11,424	11,849	12,078
CURRENT LIABILITIES					
Accounts Payable/Accruals		862	353	333	170
Current Portion of Term Loan		-	-	-	-
		862	353	333	170
NON CURRENT LIABILITIES					
ANZ Bank Loan		-	-	-	-
Deferred Tax Liability		500	500	500	500
Employee Retirement Gratuity		-	-	-	-
		500	500	500	500
NET ASSETS		10,067	10,571	11,016	11,408
SHAREHOLDERS' FUNDS					
Represented by:					
Authorised Capital					
Ordinary Shares at $1 fully paid		7,435	7,435	7,435	7,435
Retained Earnings		2,631.83	3,136	3,581	3,973
		10,067	10,571	11,016	11,408

Notes and Assumptions:

1 Bank balance has been taken as the balancing figure and includes any short term deposits and the Cable Car self insurance fund.
2 The 2018 balance sheet is the forecast position as at the time of completing this Statement of Intent.
3 No distribution to owners based on the Company accumulating funds for further capital replacements required however will be assessed on an annual basis.

Wellington Cable Car Limited
Statement of Cash Flows
For the Years Ended 30 June 2019,2020,2021

	Year Ended 30 June 2018 - Forecast	Year Ended 30 June 2019	Year Ended 30 June 2020	Year Ended 30 June 2021
Cash flows from operating activities				
Cash was received from:				
Operating receipts	10,302	6,403	3,598	3,659
Interest received	23	56	30	23
Cash was disbursed to:				
Payments to suppliers and employees	(9,399)	(5,559)	(2,758)	(3,038)
Net cash inflow / (outflow) from operating activities	926	900	870	643
Cash flows from investing activites				
Cash was received from:				
Investments	-	-	-	-
Sale of Fixed Assets	-	-	-	-
Cash was applied to:				
Purchase of fixed assets	(250)	(197)	(313)	(249)
Net cash inflow / (outflow) from investing activities	(250)	(197)	(313)	(249)
Cash flows from financing activites				
Cash was received from:				
Term Loan	-	-	-	-
Cash was applied to:				
Payment of Dividend	-	-	-	-
Term Loan	-	-	-	-
Payment of Tax	-	-	-	-
Subvention Payment	(458)	(206)	(183)	(164)
Net cash inflow/(outflow) from financing activities	(458)	(206)	(183)	(164)
Net Increase/(decrease) in Cash held	218	497	374	230
Opening Cash Balance	2,556	2,773	3,271	3,645
Closing Cash Balance	2,773	3,271	3,645	3,875


experience
Wellington
wellington museums trust
EXPERIENCE WELLINGTON
2018-19 STATEMENT OF INTENT
Presented to Wellington City Council pursuant to
Section 64 of the Local Government Act 2002

*CONTENTS*_Toc513732652

EXPERIENCE WELLINGTON'S PURPOSE, VISION AND VALUES 2
INTRODUCTION 3
OVERVIEW 4
FINANCIAL OVERVIEW 5
PRIORITY PROJECTS AND COUNCIL'S EXPECTATIONS 6
OPERATING ENVIRONMENT UPDATE 8
NATURE AND SCOPE OF EXPERIENCE WELLINGTON'S ACTIVITIES 9
PERFORMANCE MEASUREMENT 10
BOARD'S APPROACH TO GOVERNANCE 15
COUNCIL RELATIONSHIP PRINCIPLES 16
MANAGEMENT, ORGANISATIONAL HEALTH, CAPABILITY AND RISK ASSESSMENT 17
APPENDIX 1: FORECAST FINANCIAL STATEMENTS 19
APPENDIX 2: ACCOUNTING POLICIES 25
DIRECTORY 30

EXPERIENCE WELLINGTON'S PURPOSE, VISION AND VALUES

Purpose: Working with and for Wellington to create remarkable art, culture and science experiences that generate vitality: enriching the city we love.

Vision: Engaged Curious Communities.

Values:

- ***Connected:*** We work together to deepen our engagement with, and relevance to, the communities we serve.
- ***Quality First:*** We set ourselves high standards prioritising what will make a real difference to Wellington.
- ***Boldness:*** We are agile, proactive and use innovation and creativity to achieve the best outcomes for our city.
- ***Leading:*** We commit to providing an environment in which a high performing organisation culture will flourish.

Cover Image: Makers of Entertainment performing for schools in the 2017 Capital E National Arts Festival. Photo by Stephen A'Court.



INTRODUCTION

Experience Wellington is made up of Capital E, City Gallery Wellington, Cable Car Museum, Nairn Street Cottage, Wellington Museum including the Plimmer's Ark display in the Old Bank Arcade, Space Place at Carter Observatory, the recovered Plimmer's Ark timbers in storage and Wellington city's heritage collections in storage. We also operate the Hannah Playhouse as part of the Capital E operation on behalf of the Hannah Playhouse Trust (HPT) and Wellington City Council (Council), and we have a management agreement with the New Zealand Cricket Museum Trust to provide in-kind support including financial management.

This Statement of Intent (SOI) reflects the relationship and interest that Council has in Experience Wellington as a Council Controlled Organisation and our contribution to Council's vision for the future of Wellington. Specifically, it responds to Council's expectations as set out in its Letter of Expectations of 15 December 2017 and outlines our strategic plans and performance targets for the next three years with detailed focus on the financial period to 30 June 2019.

In 2018-19 Council will provide around 64% of our operational budget with the other 36% coming from fundraising and trading revenues. We have a contract with Creative New Zealand (CNZ) that supports the delivery of the Capital E National Theatre for Children and the biennial National Arts Festival for Children; the learning experiences we offer are supported through Ministry of Education (MOE) Learning Experiences Outside the Classroom (LEOTC) contracts and we regularly receive support from the City Gallery Wellington Foundation for City Gallery's programme. The HPT supports the operation of the Hannah Playhouse and the Carter Observatory Trust supports our fundraising activities for Space Place.

To achieve the best results for Wellington we will continue to work with Council and other Council Controlled Organisations (Wellington Regional Economic Development Agency (WREDA), Wellington Zoo and Zealandia) other local visitor experiences, Te Papa, tertiary education partners and relevant national organisations.

experience Wellington
wellington museums trust

capital

City Gallery Wellington
Te Whare Toi

Space Place

Wellington Museum

Cable Car Museum

Nairn Street Cottage

HANNAH PLAYHOUSE

NEW ZEALAND CRICKET MUSEUM

OVERVIEW

OUR FOCUS IN 2018-19 is to continue to enrich the city we love by telling Wellington's stories through the city's amazing cultural assets and through every exhibition, public event, or children's live or film production that we produce and present. We want to play our part in Council's *Decade of Culture* strategy and we welcome Council's commitment to consider further investment in its cultural assets through the 2018-28 Long-term Plan.

Our contribution to the *Decade of Culture* will include:

- The planning and delivery of a high profile international contemporary art exhibition programme at City Gallery;
- Leveraging Capital E's strong brand through the development of a new creative city hub for children and young people;
- Completing the development of Wellington Museum;
- Extending the Cable Car Museum; and
- Working with Council on a plan to update the visitor experience at Space Place.

In addition, we will present a full programme of activity which in 2018-19 will include:

- Capital E presenting the ninth Capital E National Arts Festival for children and the third Roxy5 Short Film Competition which is now supported by the Ministry for Youth Development. Capital E will also bring Maker Faire to Wellington which is an entirely new science fair experience providing hands-on engagement for all ages.
- Wellington Museum and City Gallery will contribute to the Suffragettes anniversary programme marking 125 years since women were first entitled to vote in New Zealand.
- We will open the new ground floor experience at the Nairn Street Cottage, and the Space Place programme will include a new artist-led planetarium project on climate change and Antarctica.
- City Gallery's programme includes the exhibition *Palindrome* exploring the work of Patrick Pound, an exhibition entitled *The Iconography of Revolt* which considers what happens when revolutionary politics and fashion meet; and a major exhibition of the work of Theo Schoon who plays a key role in contemporary cultural discourse.
- We will continue our commitment to the celebration of Matariki which will include *Matariki Dawn* and star gazing at Space Place, the continuation of our partnership with Chamber Music New Zealand at Wellington Museum and other events aimed at showcasing Wellington during Matariki in June 2019.

OUR PERFORMANCE in the Key Result Indicators (KRI) of visitation and revenue generation will continue to improve during this planning period which will include many opportunities for Wellington's curious communities to engage with our visitor experiences. In 2018-19 we expect to:

- Attract over 750,000 (13% increase on our 2017-18 forecast) visitors to our experiences, one-third of which will be international tourists. In addition, over 300,000 people will connect via our online communities;
- Raise over $4 million (Net of costs) (10% increase on our 2017-18 forecast) towards our operating costs from trading initiatives as well as fundraising. We are forecasting that we will fund at least 36% of our operating revenue this year; and
- Be highly rated by visitors for the quality of their visitor experience at our institutions with a 90% approval rating.

OUR FINANCIAL PERFORMANCE and in particular achieving a break-even budget after fully funding depreciation has not been possible in the face of significant and on-going cost increases associated with delivering City Gallery's programme and the 2019 Capital E National Arts Festival for Children. As a result we are projecting a small deficit of $44,130 in 2018-19 but are forecasting a break-even budget in 2019-20 and 2020-12.

The *Financial Overview* on page 5 provides more information on our forecast financial position.

FINANCIAL OVERVIEW

The main assumptions for the planning period are that:

- We will receive $7,336,115 from Council (exclusive of cash underwrites) for the operation of Experience Wellington inclusive of Space Place representing a 2.759% increase on our base-line funding for 2017-18. The increase is inclusive of funding decisions in 2015-16 and 2016-17 to enable Experience Wellington to align with Council's Living Wage policy.
- Our 2018-19 revenue target of just over $4 million net represents an increase of 8.8% on our 2017-18 forecast revenue reflecting the impact of the 2019 Capital E National Arts Festival and a small increase over the base achieved in 2016.
- We remain committed to achieving a break-even budget after fully funding depreciation. However, we are projecting a deficit of $44,130 in 2018-19 but returning to break-even in 2019-20 and 2020-21.
- We continue to rely on the Council's cash underwrite for Space Place.
- We need to ensure our liquidity and maintain sufficient deposits to cover current obligations over adequately maintaining our asset base.
- Visitor experience projects outside the scope of the current financial forecast such as the proposed City Gallery Wellington high value international contemporary art exhibition programme will be subject to City Growth Fund investment and fundraising.
- Sponsorships and grants from grant giving agencies are tagged to specific projects (exhibitions, public programmes or capital developments) and are not available to support fixed costs such as personnel, occupancy and energy expenses.
- The 2019 Capital E National Arts Festival is heavily dependent on fundraising including from the Wellington Regional Amenities Fund (WRAF) ($100K). Not realising the WRAF funding may result in the cancellation of the Festival.
- Over the forecast period it is expected that personnel costs will increase by 2% per annum and other costs by an average of 2%.
- Applying a Living Wage increase that exceeds 2% during the planning period would be subject to additional Council funding.
- Making relativity adjustments to salaries and wages required as a consequence of applying the Living Wage to eligible salaries and wages would be subject to additional Council funding.
- Taking into consideration our typical operating cycle which includes the biennial Capital E National Arts Festival which will boost revenue in 2018-19, trading revenue is forecast to increase by 4% over the base achieved in 2016-17.
- Creative New Zealand (CNZ) funds for distribution continue to be under pressure; and Ministry of Education (MOE) contracts are secure but the funding levels continue to be static and increases are not expected.
- We will continue to operate Hannah Playhouse on behalf of the HPT and the Council until 30 June 2019. The terms and conditions of our agreement includes the continuation of the existing lease with HPT with all covenants continuing to apply except rent and the benefit of a $60,000 per annum Council underwrite of the operating budget.

The Forecast Financial Statements are provided in Appendix 1. Accounting policies are provided in Appendix 2.

PRIORITY PROJECTS AND COUNCIL'S EXPECTATIONS

Our year-round delivery of exhibitions, public programmes and events contributes to Wellington's status as the *Culture Capital of New Zealand* and ensures that there is always an art, cultural, science or creative experience to enjoy in Wellington on every day of the year. This availability also makes them an important part of Wellington's tourism offering providing great visitor experiences to people visiting Wellington, many for the first time.

Our 2017-20 Strategic Plan outlines our priorities and why we are focusing on these. Our success will be measured in terms of the increasing numbers of engaged visitors, who have their curiosity heightened through their encounters with us on-site or online; our reputation for world leading visitor experiences; the revenue we generate through fundraising and trading activities; and the social and economic impact we have on Wellington.

The following Priority Projects build on our success and are aligned with Council's strategic direction as set out in *Wellington Towards 2040: Smart Capital* and the 2018-28 LTP consultation document *Our 10-Year Plan Tō mātou mahere ngahuru tau* in which it states that "*We want Wellington to be the undisputed cultural capital of New Zealand*". The LTP is prioritising: Resilience and environment, Housing, Transport, Sustainable growth and Arts and culture. We consider that the priority projects described below are closely aligned with one or more of: Arts and culture; Resilience and environment; and Sustainable growth.

Priority Project	Alignment with Council
To present high profile, large scale international contemporary art exhibitions at City Gallery Wellington.	An important cornerstone for Council's Decade of Culture which will create economic value for the city and region. It will enhance City Gallery's national and international reputation and make Wellington a destination for contemporary art lovers. *A bid to Council's City Growth Fund will be made to support this programme.*
To complete the development of Wellington Museum.	Cements Wellington Museum's role within the region as the teller of Wellington's stories and includes an authentic Māori dimension. It completes earthquake strengthening making the building safer for staff and visitors and it will increase the likelihood that this category 1 heritage building will survive a major earthquake. *Council has proposed a budget of $10 million in the draft LTP to start this work in 2021-22.*
To increase the size of the Cable Car Museum visitor experience including an increase in the space for retail.	More space within the museum, often at capacity during cruise ship season, for retail and exhibitions. It will give greater focus to the science and technology story of the cable car and the wider Cable Car Precinct supporting our collaborative precinct project *The Look out! Pukehinau*. *A business case will be developed for further consideration of this project by stakeholders and funders. Extending the Cable Car Museum is not a priority for Council.*
Capital E's core offerings, how these are delivered and from where within Wellington city.	It will supercharge Capital E ensuring that it has a fresh, relevant take on the challenge of equipping children with creative and critical thinking skills. It will secure accommodation ideally as part of a wider development that brings together other cultural assets. *Capital E's permanent home is subject to agreement on location. In the meantime the current accommodation will be modified to better meet Capital E's operating requirements.*
To ensure that Space Place's business model continues to grow visitation and revenue with a renewed visitor experience that widens the offer to more visitors.	Space Place's operating model review met a 2017-18 SOI commitment. The recommendations include some that will require further investment as well as others which will be relatively straightforward to adopt at no or little additional cost. *We will work closely with Council to align visitor experience and financial expectations.*

School-age Educational Offerings

We remain committed to our children and young people strategy and our purpose is to make growing up in the Capital city full of opportunities to play, create and interact, with access to facilities and experiences that are for, by, with and between children and young people. Our vision is that the children and young people who encounter us feel welcomed, included and important.

This is extended to our core business of developing and delivering learning programmes which are curriculum linked. This part of our business is supported by the Ministry of Education's contestable fund for Learning Experiences Outside the Classroom (LEOTC). However, the greatest barrier to participation is the cost of travel and having enough adult volunteers to accompany school groups to Wellington. Our focus on improving access for children from low decile schools will continue but it is dependent on successful fundraising to fund transport costs for these children.

City Gallery Wellington and the Town Hall Development

The operating challenges that will face City Gallery Wellington as the earthquake strengthening and development of the Wellington Town Hall gets underway have been scoped and strategies to mitigate the risks to City Gallery's operation will be developed in consultation with Council and the Town Hall project team as the timings and nature of the building programme are finalised. In the meantime it is important that Civic Square continues to be open-for-business and that Wellingtonians and visitors to the city are kept informed about the project and that signage makes access to City Gallery clear.

Aligning with Council's Living Wage Policy

We are committed to aligning with Council's Living Wage Policy and we implemented the 2017-18 Living Wage adjustment with the assistance of additional Council funding. We also aligned relativity adjustments with Council's Remuneration Policy as it applied to the implementation of the Living Wage. We have assumed a 2% increase in personnel cost for the planning period.

We will continue to monitor the impact of the Living Wage policy on our overall salaries and wages budget and will keep Council advised of any financial pressures created as a consequence of our on-going alignment with its Living Wage Policy.

Governance

The Board aspires to be a leading governance group and is confident that it will comply with Council's expectations regarding legislative compliance and in particular the Health and Safety at Work Act 2015.

Our legislative compliance schedule is reviewed annually by the Board and our compliance is closely monitored through a rolling audit programme.

Our health and safety goal is a zero harm culture and our Key Result Indicator is no notifiable incidents, which we achieved in 2015-16 and 2016-17. We have adopted systems and processes to ensure our Health and Safety compliance and we work closely with Council to ensure that our approach is consistent with its expectations. This is particularly relevant in the context of building management where our Health and Safety obligations overlap.

The Sections on the Board's Approach to Governance (page 14) and Management, Organisational Health, Capability and Risk Assessment (page 19) cover these expectations in more detail.

OPERATING ENVIRONMENT UPDATE

- We have experienced moderate growth in trading revenue over the past two years largely due to the success of retail and venue hire and we continue to forecast modest growth.
- Changes in the way grant-giving agencies operate and the competition for this source of funding means it cannot be relied upon to fully support our programming costs.
- Corporate sponsorship continues to be difficult to attract and retain.
- We have continued our endeavours to increase personal giving with the introduction of online donations and pay-wave donations as an alternative to cash.
- We support the City Gallery Wellington Foundation in its efforts to attract and retain patrons and we will launch a legacy giving programme this year for supporters interested in making a long-term commitment to our activities.
- It is probable that visitation to City Gallery Wellington will be negatively affected by the earthquake strengthening of the Town Hall and other developments in Civic Square.
- With Council's resilience programme in full swing the pressure on performance venues is increasing and is reflected in increased hire charges for the 2019 Capital E National Arts Festival.
- We face increased compliance costs associated with the Health and Safety at Work Act 2015 and the Child Protection Act 2016.
- We continue to strive to be in a position to take advantage of the growth in new technologies in order to optimise our reach and relevance to the communities we serve.
- The opening of Victoria University of Wellington's new film campus in Miramar and the opening of Te Auaha in the heart of Wellington boosts Wellington's attractiveness as a centre of excellence for students wanting to pursue careers in the creative industries. They also add substance to the city's creative industries growth agenda, provide opportunities for partnerships in the development of visitor experiences and audience development and underscore the value of opportunities we provide through our hands-on creative learning programmes as genuine pathways to careers in the creativity industries. Capital E, with its connections to the capital's creative ecosystems, is particularly well-placed to take advantage of this growth.
- The reopening of City Gallery in March 2018 with refurbished entrance and foyer, and the opening of Te Papa's new art gallery space have provided a welcome boost to the city's art lovers again reinforcing Wellington as an important arts and culture destination.
- We are excited by the opportunity that a reconceptualised Civic Square as a cultural hub presents to City Gallery and potentially Capital E.
- We continue to be committed to working with Council to achieve as a child friendly City.

NATURE AND SCOPE OF EXPERIENCE WELLINGTON'S ACTIVITIES

Experience Wellington's purpose is ***working with and for Wellington to create remarkable art, culture and science experiences that generate vitality: enriching the city we love*** and with our vision, ***Engaged Curious Communities*** defines our value proposition and how we contribute to Wellington's liveability and prosperity.

- Capital E responds to the need for Wellington and New Zealand to foster confident, creative, capable citizens who can be architects of their own future.
- City Gallery Wellington Te Whare Toi leads the conversation about contemporary art in New Zealand.
- Wellington Museum shares the stories and objects of Wellington.
- Space Place at Carter Observatory Te Ara a Whanui Ki Te Rangi transports visitors from Wellington to outer space.
- Cable Car Museum encourages visitors to explore and share the technology, history and experience of Wellington's Cable Car.
- Nairn Street Cottage illustrates the story of Wellington through the Wallis family.

PERFORMANCE MEASUREMENT

We will continue to refine performance measurement over the planning period to better reflect the needs of stakeholders for information that helps to assess the contribution or impact Experience Wellington makes to Wellington's prosperity and liveability. Any changes will be made in consultation with Council.

Our City

Key Result Indicators

City Residents' Awareness: The number of Wellingtonians who know about our institutions as assessed through the Annual Residents' Survey conducted by Council.

Residents' Awareness	2016-17 Actual	2017-18 SOI	2018-19	2019-20	2020-21
City Gallery Wellington	90%	95%	95%	95%	95%
Wellington Museum	97%	97%	97%	97%	97%
Capital E	87%	90%	90%	90%	90%
Cable Car Museum	94%	97%	97%	97%	97%
Space Place	95%	97%	97%	97%	97%
Nairn Street Cottage	60%	60%	60%	60%	60%

Our Visitors

Key Result Indicators

Physical Visitation: The total number of visits to institutions including general public, education and function attendees. The annual target is reviewed each year and benchmarked against the average visitation for the institution during the previous three years.

Visitor Numbers	2016-17 Actual	2017-18 SOI	2018-19	Q1	Q2	Q3	Q4	2019-20	2020-21
City Gallery Wellington	180,616	143,000	170,000	45,000	40,000	40,000	45,000	175,000	178,000
Wellington Museum	138,956	137,000	132,000	27,000	35,000	40,000	30,000	135,000	138,000
Capital E	161,869	90,000	157,500	21,600	21,150	56,800	57,950	110,000	160,000
Cable Car Museum	242,250	237,000	237,000	30,500	65,500	90,500	50,500	237,000	237,000
Space Place	54,109	52,000	55,000	12,000	12,000	15,500	15,500	57,000	59,000
Nairn Street Cottage	2,614	2,500	2,000	300	500	750	450	2,000	2,000
Experience Wellington Total	**780,414**	**661,500**	**753,500**	**136,400**	**174,150**	**243,550**	**199,400**	**716,700**	**774,000**

Capital E will host the National Arts Festival for Children in 2018-19 and again 2020-21.
Capital E visitation for 2018-19 includes the Hannah Playhouse.
City Gallery visitation may be affected by earthquake strengthening of the Town Hall.

Virtual Visitation: The total number of unique user visits to institutional web/mobile sites.

Virtual Visitor Numbers	2016-17 Actual	2017-18 SOI	2018-19	2019-20	2020-21
City Gallery Wellington	110,381	112,000	120,000	125,000	127,500
Museums Wellington	99,826	84,000	88,000	96,000	100,000
Capital E	45,619	64,000	45,000	48,000	50,000
Experience Wellington Total	**255,826**	**260,000**	**253,000**	**269,000**	**277,000**

Social Media Profile: A snapshot of Facebook friends, Instagram and Twitter followers.

Social Media Numbers	2016-17 Actual	2017-18 SOI	2018-19	2019-20	2020-21
City Gallery Wellington	29,825	23,000	26,000	27,000	30,000
Museums Wellington	7,675	14,500	10,000	10,500	11,000
Capital E	5,169	5,000	6,250	6,750	7,250
Space Place	8,603	16,000	11,500	12,000	12,500
Experience Wellington Total	**51,271**	**58,500**	**53,750**	**56,250**	**60,750**

First Time Wellington City Visitors (New KRI): The number of visitors who are residents of Wellington visiting for the first time.

First-time Visitors	2018-19	2019-20	2020-21
City Gallery Wellington	33%	35%	37%
Wellington Museum	80%	80%	80%
Capital E	35%	37%	39%
Cable Car Museum	85%	85%	85%
Space Place	90%	90%	90%
Nain Street Cottage	90%	90%	90%

Quality of Visit: Visitor feedback based on comfort, access, experience, knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.

Quality of the Visitor Experience	2016-17 Actual	2017-18 SOI	2018-19	2019-20	2020-21
City Gallery Wellington	92%	90%	90%	90%	90%
Wellington Museum	92%	90%	90%	90%	90%
Capital E	97%	90%	90%	90%	90%
Cable Car Museum	82%	90%	90%	90%	90%
Space Place	89%	90%	90%	90%	90%
Nairn Street Cottage	97%	90%	90%	90%	90%

Capital E's Quality of Visit figures includes the Hannah Playhouse in 2018-19.

Children & Young People Visiting for a Learning Experience: The number of students as part of a booked group visiting institutions for learning experiences. The delivery of LEOTC is part-funded by the Ministry of Education.

Learning experience visitors	2016-17 Actual	2017-18 SOI	2018-19	2019-20	2020-21
City Gallery Wellington	6,106	4,500	4,500	4,500	4,500
Museums Wellington	6,604	7,000	7,000	7,000	7,000
Capital E	64,613	20,500	50,000	20,500	50,000
Space Place	6,040	8,250	8,250	8,250	8,250
Experience Wellington Total	**83,365**	**40,250**	**69,750**	**40,250**	**69,750**

Museums Wellington includes the Wellington Museum, Cable Car Museum and Nairn Street Cottage.
Capital E hosted the National Arts Festival for Children in 2016-17 and will do so again in 2018-19 and 2020-21.
Capital E Learning Experience figures includes the Hannah Playhouse in 2018-19.

Our Sustainability

Key Result Indicators

Financial Performance: A break-even budget and fully-funded depreciation.

Non-Council Revenue: The total amount of revenue (net of costs) generated from non-Council sources:

- Trading includes admissions, retail, venue hire, sub-letting and interest.
- Fundraising includes donations, sponsorships, other grants and cultural grants (CNZ and MOE for LEOTC).

Trading ($'000)	2016-17 Actual $000	2017-18 SOI $000	2018-19 $000	2019-20 $000	2020-21 $000
City Gallery Wellington	492	187	307	320	340
Museums Wellington	866	761	845	885	905
Capital E	483	366	509	380	529
Space Place	524	542	542	570	590
Sub Total	**2,365**	**1,856**	**2,203**	**2,155**	**2,364**
Sub-letting, Interest & Other	354	397	275	295	305
Experience Wellington Total	**2,719**	**2,253**	**2,478**	**2,450**	**2,669**
Fundraising ($'000)	**2016-17 Actual $000**	**2017-18 SOI $000**	**2018-19 $000**	**2019-20 $000**	**2020-21 $000**
City Gallery Wellington	608	387	274	309	359
Museums Wellington	162	138	173	173	180
Capital E	895	763	1,051	780	1,167
Space Place	128	103	103	115	120
Experience Wellington Total	**1,793**	**1,391**	**1,601**	**1,377**	**1,826**

City Gallery presented Cindy Sherman in 2016-17 which affected both trading revenue and fundraising.
Museums Wellington includes the Wellington Museum, Cable Car Museum and Nairn Street Cottage.
Capital E will host the National Arts Festival for Children in 2018-19 and will do so again in 2020-21.
Capital E Non-Council Revenue figures in 2018-19 includes the Hannah Playhouse.



Spend per Visitor: Visitor related revenue (admissions and sales).

Spend per Visit ($)	2016-17 Actual $	2017-18 SOI $	2018-19 $	2019-20 $	2020-21 $
City Gallery Wellington	2.00	1.57	1.80	1.83	1.91
Museums Wellington	2.25	1.41	2.28	3.37	2.40
Capital E	4.03	3.84	3.12	3.29	3.19
Space Place	9.56	10.12	9.85	10.00	10.00

Museums Wellington includes Wellington Museum, Cable Car Museum and Nairn Street Cottage.
Capital E will host the National Arts Festival for Children in 2018-19 and will do so again in 2020-21.
Capital E Non-Council Revenue figures in 2018-19 includes the Hannah Playhouse.

Our People

Key Result Indicators

- **Health and Safety:** No notifiable incidents involving workers or visitors as defined by the Health and Safety at Work Act 2015.
- **Staff Satisfaction:** At least 75% of staff are engaged with the organisation as indicated through the annual Staff Engagement Survey.

Our Heritage

Key Result Indicators

Collection Development: Our Heritage Collections contribute to our understanding of Wellington's identity; its history, art and creativity which include visitors to some of Wellington's most important heritage sites (see Visitor Number KRI).

Collection Development	2017-18	2018-19	2019-20	2020-21
New to the Collection	30	45	60	75
Collection Assessment	1,250	1,875	3,650	3,650
Collection Accessibility	5%	7.5%	10%	25%

New to the Collection: Commissions, acquisitions or donations of an item or a collection of items that have been accessioned into the collection.
Collection Assessment: The number of items (individual or type e.g. lifebuoys) that are reviewed for retention or disposal.
Collection Accessibility: The % of the Collection that is on display, on loan, used for research purposes or accessed through other mediums such as online.

Council's Subsidy per Visit

The Council subsidy per physical visitor is calculated first by dividing the number of forecast visits into the operating grant received from Council (Table 1). Council's ownership costs such as insurance, maintenance and depreciation are then added (Table 2) to provide an estimate of the full subsidy per visit. The information regarding ownership costs is supplied by Council.

Table 1: Operating subsidy per visit

Subsidy per Visit ($)	2016-17 Actual $	2017-18 SOI $	2018-19 $	2019-20 $	2020-21 $
City Gallery Wellington	12.36	12.50	12.65	12.80	13.00
Museums Wellington	4.55	5.18	5.00	4.95	5.32
Capital E	9.32	14.53	10.76	14.61	10.61
Space Place	9.33	9.89	9.72	9.50	9.32

Subsidy per Visit forecast is based on the probable percentage of the operating grant received from Council as follows:
City Gallery Wellington – 30%
Museums Wellington (Wellington Museum, Cable Car Museum and Nairn Street Cottage) – 26%
Capital E (including the Hannah Playhouse) – 22%
Space Place – 4.9% plus the cash underwrite
Experience Wellington Executive Office – 17.1%

Table 2: Full subsidy per visit inclusive of Council's ownership costs

Full Subsidy per Visit ($)	2017-18 $	2018-19 $	2019-20 $	2020-21 $
City Gallery Wellington	18.01	16.05	16.06	16.10
Museums Wellington	6.97	7.42	7.41	7.84
Capital E	14.53	14.91	14.61	10.61
Space Place	14.30	14.22	13.78	13.61

Council's estimated ownership costs are supplied by Council.

BOARD'S APPROACH TO GOVERNANCE

Governance

Trustees are appointed by Council and are standard-bearers for our vision. They are responsible for setting the strategic direction and approving the Statement of Intent and the Strategic Plan. The Board monitors organisational performance, the organisation's on-going viability and the maintenance of its competitiveness. It delegates the day-to-day operation to the Chief Executive, who reports to the Board.

The Board meets no fewer than nine times per year and operates three committees which review relevant matters prior to consideration by the full Board. These are the Audit and Risk (A&R) Committee, the Chief Executive Performance and Remuneration (CEP&R) Committee, and the People Performance and Safety (PPS) Committee. In addition, the Board will convene *ad hoc* working groups to consider specific issues. Guidance in specialist areas is also provided as appropriate.

Board Committees

Audit and Risk (A&R) Committee assists the Board in carrying out its duties in regard to financial reporting, risk management and legislative compliance.

Chief Executive Performance and Remuneration (CEP&R) Committee to advise the Chair in connection with the performance and remuneration of Experience Wellington's Chief Executive.

People, Performance and Safety (PPS) Committee provides guidance and support to the Chief Executive in a Human Resources context and assists the Board to meet its due diligence responsibilities regarding Experience Wellington's compliance with Health and Safety legislation.

Board Membership

Trustee	Term Expires	Committees
Jackie Lloyd, Chair	30 June 2020	Chair CEP&R and *ex officio* of PPS and A&R
Diane Calvert	31 October 2019	A&R
Rachel Farrant	30 June 2019	Chair A&R and member of CEP&R
Jill Wilson	30 June 2018	PPS
Jane Wrightson	31 December 2018	Chair PPS and member of CEP&R

Board Performance

The Board strives to meet best practice governance standards and will undertake an annual review of the overall Board, individual Trustees and the Chair's performance and report to the Chief Executive of Council by 30 September 2018.

Future Director

In consultation with Council the Board appointed a Future Director, John Paul Tocker, for one calendar year commencing 1 January 2018. This position is not a member of the Board and has no voting rights but will observe and participate in Board discussions.

COUNCIL RELATIONSHIP PRINCIPLES

The principles governing the relationship with Council as our primary stakeholder include:

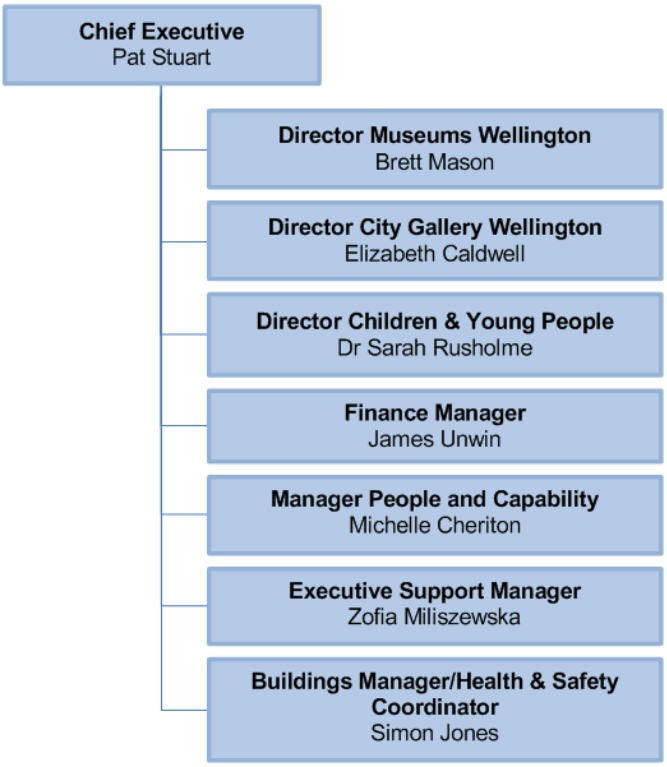
- Operating on a "no surprises" basis so that any significant event that may impact on either party is brought to their attention as soon as it can be reasonably done.
- Open and frank communication will occur between Experience Wellington and Council.
- Provide advice to Council on the management and development of museums, art galleries, space science and other relevant services within Wellington.
- Full disclosure of information will be provided to Council from Experience Wellington as deemed necessary by Council to ensure its interests are upheld.
- Early advice to Council in the event of any situation that may be potentially contentious in nature.
- Disclosing within the Experience Wellington's Strategic Plan any significant transactions that are planned.

MANAGEMENT, ORGANISATIONAL HEALTH, CAPABILITY AND RISK ASSESSMENT

Management

Experience Wellington provides strategic leadership and centralised management and accountability for visitor experiences delivered through institutions. Our corporate values: *Connected, Quality First, Boldness* and *Leading* are the quadrants of our balanced scorecard and describe the strategies, performance monitoring and reporting that together describe how we wish to go about our business and how we measure performance and success. Central to this is the ability to create and sustain an operating environment that supports the achievement of a high performing organisation that encourages staff to strive for excellence.

Reporting to the Chief Executive are three Directors who have responsibility for our visitor experience outputs, the Finance Manager, the Manager People and Capability, the Executive Support Manager and the Buildings Manager/Health and Safety Coordinator. The organisation chart follows:



Organisational Health and Wellbeing

Critical to achieving our vision and supporting Council's vision is the talent and experience of our staff.

Staff induction, training, regular communication and celebrations of success reinforce our team spirit. We seek feedback annually on key factors relating to organisation performance including vision and values, sense of community, leadership, communication, learning and development, performance and rewards, working relationships and health and safety.

Capability

Our commitment to presenting thought-provoking and entertaining visitor experiences relies on our staff who bring to their work: leadership; strategic thinking; knowledge of heritage collections, art, science and creativity; commitment to audiences; networks and contacts; and professional standards.

We are a highly motivated organisation and rely on our workforce to be flexible and to go the extra mile. Our Executive Team is highly experienced in their respective fields.

Training and professional development is a priority and a small annual resource is set aside for this purpose.

We are committed to the principle of collaboration and shared services and we are committed to working with Council, its associated organisations, and sector partners.

Risk Management and Business Continuity

Our Risk Profile is reviewed regularly and identifies events and or circumstances and the impact that these have on our operation using a system that ranks the probability and level of impact of the event. It includes risk management strategies such as recovery plans for specific events which carry high risk values.

Our ability to continue to operate following a major event will depend on factors outside of our control such as the extent of material damage to buildings and the continuation of Council funding.

We acknowledge that under the Health and Safety at Work Act 2015 we share Person Conducting a Business or Undertaking (PCBU) responsibilities with Council with regard to Council buildings we manage and occupy.

Assessed risks which carry a lower risk value tend to be within our operational purview with the exception of risks associated with buildings maintenance and plant performance issues which are Council's responsibility. Building and plant issues that are likely to impact on business continuity or present a risk to health and safety of workers and visitors are immediately brought to Council's attention.

A business continuity plan is in development.

Insurance

We have adequate insurance cover to meet specific business needs and deductibles are in line with generally accepted risk management principles and affordability.

APPENDIX 1: FORECAST FINANCIAL STATEMENTS

Forecast 30-Jun-18	STATEMENT OF FINANCIAL PERFORMANCE ($'000) Space Place	Budget 30-Sep-18	Budget 31-Dec-18	Budget 31-Mar-19	Budget 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Revenue							
496	Trading Income (Net)	124	124	124	124	496	511	521
354	Council Operating Grant	90	90	90	91	361	368	376
0	Council Rental Grant	0	0	0	0	0	0	0
102	Other Grants	25	26	25	26	102	104	106
1	Sponsorships and Donations	0	1	0	0	1	15	18
0	Investment Income	0	0	0	0	0	0	0
130	Other Income	0	0	0	174	174	174	174
1083	**Total Revenue**	239	241	239	415	1,134	1,172	1,195
	Expenditure							
776	Employee Costs	210	211	210	211	842	859	876
0	Council Rent	0	0	0	0	0	0	0
96	Exhibitions & Programmes	24	24	24	24	96	98	100
93	Marketing & Promotions	23	23	23	23	92	95	96
73	Occupancy Costs (excluding Council Rent)	18	18	18	19	73	74	76
10	Communication Costs	3	3	2	2	10	10	10
0	Trustee Fees & Expenses	0	0	0	0	0	0	0
5	Technology Costs	1	0	1	0	2	5	5
0	Professional Fees	0	0	0	0	0	0	0
19	Administration Expenses	5	5	5	4	19	19	20
11	Depreciation	3	3	3	2	11	11	11
0	Interest	0	0	0	0	0	0	0
1,083	**Total Expenditure**	287	287	286	285	1145	1,172	1,195
0	**Net Surplus/(Deficit) before Taxation**	-48	-46	-47	130	-11	0	0
	Taxation Expense							
0	**Net Surplus/(Deficit)**	-48	-46	-47	130	-11	0	0
0.00%	**Operating Margin**	-20.08%	-19.09%	-19.67%	31.33%	-0.97%	0.02%	0.02%

Forecast 30-Jun-18	STATEMENT OF FINANCIAL PERFORMANCE ($'000) Experience Wellington excluding Space Place	Budget 30-Sep-18	Budget 31-Dec-18	Budget 31-Mar-19	Budget 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Revenue							
1,250	Trading Income	346	280	484	299	1,409	1,305	1,460
6,768	Council Operating Grant	1,744	1,744	1,744	1,743	6,975	7,153	7,340
1,769	Council Rental Grant	442	442	442	443	1,769	1,769	1,769
943	Other Grants	274	220	361	440	1,295	995	1,291
346	Sponsorships and Donations	31	75	38	94	238	245	267
65	Investment Income	15	6	15	6	42	50	55
391	Other Income	52	49	78	115	294	315	325
11,532	**Total Revenue**	2,904	2,816	3,162	3,140	12,022	11,832	12,507
	Expenditure							
5,269	Employee Costs	1,285	1,318	1,371	1,421	5,395	5,503	5,613
1,339	Council Rent	335	335	335	334	1,339	1,399	1,399
1,928	Exhibitions & Programmes	813	459	518	652	2,442	2,027	2,488
538	Marketing & Promotions	145	92	132	172	541	515	575
1,095	Occupancy Costs (excluding Council Rent)	311	289	279	303	1,182	1,206	1,230
113	Communication Costs	27	27	28	27	109	112	114
84	Trustee Fees & Expenses	21	21	21	22	85	88	90
200	Technology Costs	39	40	39	39	157	157	160
214	Professional Fees	21	22	21	21	85	100	110
197	Administration Expenses	46	45	45	47	183	187	190
555	Depreciation	134	135	134	134	537	539	539
0	Interest	0	0	0	0	0	0	0
11,532	**Total Expenditure**	3,177	2,783	2,923	3,172	12,055	11,832	12,508
0	**Net Surplus/(Deficit) before Taxation**	-273	33	239	-32	-33	0	0
	Taxation Expense							
0	**Net Surplus/(Deficit)**	-273	33	239	-32	-33	0	0
0.00%	**Operating Margin**	-9.40%	1.17%	7.56%	-1.02%	-0.27%	0.00%	0.00%

Forecast 30-Jun-18	STATEMENT OF FINANCIAL PERFORMANCE Total	Budget 30-Sep-18	Budget 31-Dec-18	Budget 31-Mar-19	Budget 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Revenue							
1,746	Trading Income (Net)	470	404	608	423	1,905	1,816	1,981
7,122	Council Operating Grant	1,834	1,834	1,834	1,834	7,336	7,521	7,716
1,769	Council Rental Grant	442	442	442	443	1,769	1,769	1,769
1045	Grants	299	246	386	466	1,397	1,099	1,397
347	Sponsorships and Donations	31	76	38	94	239	260	285
65	Investment Income	15	6	15	6	42	50	55
521	Other Income	52	49	78	289	468	489	499
12,615	**Total Revenue**	3,143	3,057	3,401	3,555	13,156	13,004	13,702
	Expenditure							
6,045	Employee Costs	1,495	1,529	1,581	1,632	6,237	6,362	6,489
1,339	Council Rent	335	335	335	334	1,339	1,399	1,399
2,024	Exhibitions & Programmes	837	483	542	676	2,538	2,125	2,588
631	Marketing & Promotions	168	115	155	195	633	610	671
1,168	Occupancy Costs (excluding Council Rent)	329	307	297	322	1,255	1,280	1,306
123	Communication Costs	30	30	30	29	119	122	124
84	Trustee Fees & Expenses	21	21	21	22	85	88	90
205	Technology Costs	40	40	40	39	159	162	165
214	Professional Fees	21	22	21	21	85	100	110
216	Administration Expenses	51	50	50	51	202	206	210
566	Depreciation	137	138	137	136	548	550	550
0	Interest	0	0	0	0	0	0	0
12,615	**Total Expenditure**	3,464	3,070	3,209	3,457	13,200	13,004	13,702
0	**Net Surplus/(Deficit) before Taxation**	-321	-13	192	98	-44	0	0
	Taxation Expense							
0	**Net Surplus/(Deficit)**	-321	-13	192	98	-44	0	0
0.00%	**Operating Margin**	-10.21%	-0.43%	5.65%	2.76%	-0.33%	0.00%	0.00%

Forecast 30-Jun-18	STATEMENT OF FINANCIAL POSITION ($'000)	Budget 30-Sep-18	Budget 31-Dec-18	Budget 31-Mar-19	Budget 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Shareholder/Trust Funds							
2,123	Share Capital/Settled Funds	2,123	2,123	2,123	2,123	2,123	2,123	2,123
0	Revaluation Reserves	0	0	0	0	0	0	0
478	Restricted Funds	478	478	478	478	478	478	478
1,913	Retained Earnings	1,592	1,579	1,771	1,869	1,869	1,869	1,869
4,514	**Total Shareholder/Trust Funds**	4,193	4,180	4,372	4,470	4,470	4,470	4,470
	Current Assets							
40	Cash and Bank	40	40	40	40	40	40	40
641	Accounts Receivable	600	600	600	600	600	600	600
141	Other Current Assets	150	150	150	150	150	150	150
822	**Total Current Assets**	790	790	790	790	790	790	790
	Investments							
840	Deposits on Call	3,080	475	2,805	790	790	790	790
0	Other Investments	0	0	0	0	0	0	0
840	**Total Investments**	3,080	475	2,805	790	790	790	790
	Non-Current Assets							
4,422	Fixed Assets	4,500	4,500	4,500	4,500	4,500	4,500	4,500
0	Other Non-current Assets	0	0	0	0	0	0	0
4,422	**Total Non-current Assets**	4,500	4,500	4,500	4,500	4,500	4,500	4,500
6,084	**Total Assets**	8,370	5,765	8,095	6,080	6,080	6,080	6,080
	Current Liabilities							
1300	Accounts Payable and Accruals	2277	1255	1823	1310	1310	1,310	1,309
270	Other Current Liabilities	1900	330	1900	300	300	300	300
1,570	**Total Current Liabilities**	4,177	1,585	3,723	1,610	1,610	1,610	1,609
	Non-Current Liabilities							
0	Loans - WCC	0	0	0	0	0	0	0
0	Loans - Other	0	0	0	0	0	0	0
0	Other Non-Current Liabilities	0	0	0	0	0	0	0
0	**Total Non-Current Liabilities**	0	0	0	0	0	0	0
4,514	**Net Assets**	4,193	4,180	4,372	4,470	4,470	4,470	4,471
1.07	**Current Ratio**	0.93	0.80	0.97	0.98	0.98	0.98	0.98
0.77	**Equity Ratio**	0.50	0.73	0.54	0.74	0.74	0.74	0.74

Forecast 30-Jun-18	STATEMENT OF CASH FLOWS ($'000)	Budget 30-Sep-18	Budget 31-Dec-18	Budget 31-Mar-19	Budget 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Cash provided from:							
2,330	Trading Receipts	470	404	608	423	1,905	1,816	1,981
8,891	WCC Grants	4,552	0	4,553	0	9,105	9,290	9,485
1045	Other Grants	299	246	386	466	1,397	1,099	1,397
347	Sponsorships and Donations	31	76	38	94	239	260	285
65	Investment Income	15	6	15	6	42	50	55
531	Other Income	52	49	78	289	468	489	499
13,209		5,419	781	5,678	1,278	13,156	13,004	13,702
	Cash applied to:							
6,045	Payments to Employees	1,495	1,529	1,581	1,632	6,237	6,362	6,489
6,465	Payments to Suppliers	1,319	1,809	1,440	1,635	6,203	5,942	6,503
133	Net GST Cash flow	150	-90	190	-110	140	150	160
0	Interest Paid	0	0	0	0	0	0	0
12,643		2,964	3,248	3,211	3,157	12,580	12,454	13,152
566	**Total Operating Cash Flow**	2,455	-2,467	2,467	-1,879	576	550	550
	Investing Cash Flow							
	Cash provided from:							
0	Sale of Fixed Assets	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
	Cash applied to:							
566	Purchase of Fixed Assets	215	138	137	136	626	550	550
0	Other	0	0	0	0	0	0	0
566		215	138	137	136	626	550	550
-566	**Total Investing Cash Flow**	-215	-138	-137	-136	-626	-550	-550
	Financing Cash Flow							
	Cash provided from:							
0	Drawdown of Loans	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
	Cash applied to:							
0	Repayment of Loans	0	0	0	0	0	0	0
0	Other					0	0	0
0		0	0	0	0	0	0	0
0	**Total Financing Cash Flow**	0	0	0	0	0	0	0
0	**Net Increase/(Decrease) in Cash Held**	2,240	-2,605	2,330	-2,015	-50	0	0
880	**Opening Cash Equivalents**	880	3,120	515	2,845	880	830	830
880	**Closing Cash Equivalents**	3,120	515	2,845	830	830	830	830

Forecast 30-Jun-18	CASH FLOW RECONCILIATION	Budget 30-Sep-18	Budget 31-Dec-18	Budget 31-Mar-19	Budget 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
0	**Operating Surplus/(Deficit) for the Year**	-321	-13	192	98	-44	0	0
	Add Non-Cash Items:							
566	Depreciation	137	138	137	136	548	550	550
0	Other	0	0	0	0	0	0	0
566		-184	125	329	234	504	550	550
	Movements in Working Capital							
0	(Increase)/Decrease in Receivables	41	0	0	0	41	0	0
0	(Increase)/Decrease in Other Current Assets	-9	0	0	0	-9	0	0
0	Increase/(Decrease) in Accounts Payable	977	-1,022	568	-513	10	0	0
0	Increase/(Decrease) in Other Current Liabilities	1,630	-1,570	1,570	-1,600	30	0	0
0		2,639	-2,592	2,138	-2,113	72	0	0
	Net Gain/(Loss) on Sale:							
0	Fixed Assets	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0
566	**Net Cash Flow from Operations**	2,455	-2,467	2,467	-1,879	576	550	550

APPENDIX 2: ACCOUNTING POLICIES

Significant Accounting Policies

The following accounting policies which have a material effect on the measurement of results have been adopted by Experience Wellington.

1. Reporting entity

The Wellington Museums Trust Incorporated, trading as Experience Wellington, is registered as a charitable entity under the Charities Act 2005. It is a Council Controlled Organisation (CCO) in terms of the Local Government Act 2002.

The financial statements of Experience Wellington includes the activities of the following business units - the Wellington Museums Trust Incorporated, Wellington Museum, City Gallery Wellington, Capital E including Hannah Playhouse, Nairn Street Cottage, the Wellington Cable Car Museum, and Space Place at Carter Observatory as from 1 June 2010.

The principal activity of Experience Wellington is to develop and manage Institutions and to operate them for the benefit of the residents of Wellington and the public generally. For the purposes of financial reporting, Experience Wellington is a public benefit entity (public sector).

Experience Wellington has no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or other organisation.

2. Basis of preparation

a) Statement of compliance and basis of preparation

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZGAAP). They comply with Tier 2 PBE Accounting Standards (Public Sector) and disclosure concessions have been applied.

Experience Wellington has elected to report in accordance with Tier 2 PBE Accounting Standards (Public Sector) on the basis that it does not have public accountability and has total annual expenses of equal to or less than $30 million.

b) Basis of measurement

The financial statements are prepared on the historical cost basis.

c) Presentation currency

These financial statements are presented in New Zealand dollars ($).

3. Significant accounting policies

The accounting policies set out below will be applied consistently to all periods presented in the financial statements.

a) Property, plant and equipment

Items of property, plant and equipment are stated at cost, less accumulated depreciation and impairment losses.

(i) Subsequent costs

Subsequent costs are added to the carrying amount of an item of property, plant and equipment when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to Experience Wellington and the cost of the item can be measured reliably. All other costs are recognised in surplus/ (deficit) as an expense as incurred.

(ii) Depreciation

Depreciation is charged to surplus/ (deficit) using the straight line method. Depreciation is set at rates that will write off the cost or fair value of the assets, less their estimated residual values, over their useful lives. The estimated useful lives of major classes of assets and resulting rates are as follows:

- Computer equipment 33% SL
- Office and equipment 25% SL
- Motor vehicles 20% SL
- Building Fittings 5%-25% SL
- Collections & artefacts Not depreciated

The residual value of assets is reassessed annually.

b) Collections and artefacts

Collections are artefacts that are of cultural or historical importance. A substantial amount of the Experience Wellington's Collections were acquired on 29 February 1996 from the Wellington Maritime Museum Trust (WMMT) with others added either as gifts or purchases since 1996. Collections are carried at historic cost as assessed at the time of transfer from the WMMT. All subsequent acquisitions to the collections are recorded at cost if purchased. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition. Where the fair value of the assets is not able to be reliably measured, they are recorded at nil. Because the useful life of the collections is indeterminate they are not depreciated.

An external valuation of the Collections from an independent valuer is obtained on a periodic basis to ensure that the carrying value of the Collections that are held at cost does not exceed their fair value.

The Trustees obtained a valuation at 30 June 2014 and have confirmed that the carrying value at 30 June 2016 is appropriate and that no impairment has occurred.

c) Intangible assets

Computer software

Software applications that are acquired by Experience Wellington are stated at cost less accumulated amortisation and impairment losses.

Amortisation is recognised in surplus/ (deficit) on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use. The estimated useful lives for the current and comparative periods are as follows:

- Computer software 33% SL

d) Trade and other receivables

Trade and other receivables are measured at their cost less impairment losses.

e) Inventories

Inventories (merchandise) are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Cost is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

f) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits.

g) Impairment

The carrying amounts of Experience Wellington's assets other than inventories are reviewed at each balance date to determine whether there is any indication of impairment. If any such indication exists, the assets recoverable amount is estimated.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is also recognised in the surplus or deficit.

h) Employee benefits

Long service leave: Experience Wellington's net obligation in respect of long service leave is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using the projected unit credit method and is discounted to its present value. The discount rate is the market yield on relevant New Zealand government bonds at the Balance Sheet date.

i) Provisions

A provision is recognised when Experience Wellington has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax discount rate that reflects current market rates and, where appropriate, the risks specific to the liability.

j) Trade and other payables

Trade and other payables are stated at cost.

k) Revenue

(i) Funding

Experience Wellington's activities are supported by grants, sponsorship, admissions and other trading activities. Grants received that have an obligation in substance to return the funds if conditions of the grant are not met are initially recognised as a liability and revenue is recognised only when the services are performed or conditions are fulfilled.

Funds received that have no such obligation attached and merely a restriction imposed on the use of funds, are recognised as revenue when they become available.

(ii) Services provided

Revenue from services rendered is recognised in profit or loss in proportion to the stage of completion of the transaction at the reporting date. Income is recognized as the service is provided (e.g. exhibition run). Where exhibitions are not scheduled to run until the following fiscal year, revenue is deferred and amortized to income throughout the period of the exhibition.

(iii) Donations

Cash donations from the community are recognized in the Income Statement at the point at which they are receipted into Experience Wellington's bank account.

(iv) Sale of merchandise

Revenue from the sale of merchandise is recognised in surplus/ (deficit) when the significant risks and rewards of ownership have been transferred to the buyer. No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of the merchandise, or where there is continuing management involvement with the merchandise.

l) Expenses

(i) Operating lease payments

Payments made under operating leases are recognised in surplus/ (deficit) on a straight-line basis over the term of the lease. Lease incentives received are recognised in surplus/ (deficit) over the lease term as an integral part of the total lease expense.

(ii) Finance income and expenses

Finance income comprises interest income. Interest income is recognised as it accrues, using the effective interest method.

Finance expenses comprise interest expense on borrowings. All borrowing costs are recognised in surplus/ (deficit) using the effective interest method.

m) Availability of future funding

Experience Wellington is reliant on the Wellington City Council for a large part of its income and operates under a Funding Deed with the Council. The Funding Deed is for a period of three years and is extended annually for a further year subsequent to the initial 3 year term.

If Experience Wellington was unable to continue in operational existence for the foreseeable future, adjustments may have to be made to reflect the fact that assets may need to be realized other than at the amounts stated in the balance sheet. In addition, Experience Wellington may have to provide for further liabilities that might arise, and to reclassify property, plant and equipment as current assets.

n) Income tax

Experience Wellington is registered as a Charitable Trust and is exempt from income tax. Experience Wellington is not exempt from indirect tax legislation such as Goods and Services Tax, Fringe Benefit Tax, PAYE or ACC and accordingly it is required to comply with these regulations.

o) Goods and services tax

All amounts are shown exclusive of Goods and Services Tax (GST), except for receivables and payables that are stated inclusive of GST.

4. Ratio of Total Assets: Liabilities

- Experience Wellington prefers to remain debt-free.
- Debt may not be raised to finance operating expenses.
- Experience Wellington has a policy ratio of total assets to total liabilities of 3:1.

5. Activities for which compensation from Council is sought

Experience Wellington seeks funding of $7,336,115 for the core operation including Space Place at Carter Observatory and an accommodation rental subsidy of $1,769,323 for the 2018-19 financial year and an extension of the Wellington Museums Trust Funding Deed executed on 28 October 1999 in accordance with clause 5.2 of the Deed.

6. Ratio of Shareholders' funds to total assets

Based on the forecasted Statement of Financial Position as at 30 June 2018 the ratio of shareholders' funds to total assets is 0.74 and this moves to 0.72 in the forecasted Statement of Financial Position as at 30 June 2019.

7. Significant Obligations/Contingent Liabilities

Experience Wellington currently holds no cash reserves to meet operational requirements and to mitigate risks.

Experience Wellington has no contingent liabilities.

8. Distribution to Settlor

Experience Wellington does not make a distribution to the Settlor.

DIRECTORY

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P: 04 384 9122
E: cottage@experiencewellington.org.nz
www.museumswellington.org.nz/nairn-street-cottage

Plimmer's Ark Galleries
Old Bank Arcade (timbers *in situ*)

Hannah Playhouse
12 Cambridge Terrace
PO Box 893, Wellington
P: 04 894 7412
E: hannahplayhouse@experiencewellington.org.nz
www.hannahplayhouse.org.nz

New Zealand Cricket Museum
The Old Grandstand, Basin Reserve
PO Box 578, Wellington
P: 04 385 6602
E: cricket@experiencewellington.org.nz
http://nzcricketmuseum.co.nz/

Our Experiences



WREDA
Wellington
Regional Economic
Development Agency

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 Description Table 11
8. Internal Management 21
9. Performance Measures 24
10. Risk and Mitigation 28
Appendices 30

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.

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Peter Biggs
Chair

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.

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.

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.

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 Venues Wellington and across the region	Open for Business
Promote the regions 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 of the WREDA board are on the Creative HQ board. 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.

7.1 Promote the region's brand and identity

Programme	Description
WREDA as the region's marketing and destination story telling engine - Making the Wellington region wildly famous	
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 promotional programmes. Work with visitor attractions, for example Te Papa, to promote visitation at otherwise quieter times of the year.

WREDA STATEMENT OF INTENT 2018-21

	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.
i-SITE Visitor Information Centre	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. Redevelop the interior of the MFC i-SITE location to integrate regional story telling into the visitor experience
Attract and retain business, skill and talent in the region	
Drive Media Programme	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.
Talent Attraction	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.
TechWeek	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.
Attract increased number of students to the region	
International Education agent partnerships	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.
Marketing to prospective students	WREDA's marketing team will work with education providers to position Wellington as the most attractive student region in New Zealand through marketing campaigns.

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

Programme	Description
Creative HQ leading the way in innovation, start-ups, acceleration and scale-ups.	
Business Start-ups, Incubation and Scale-ups.	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. 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.
	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: • 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 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
	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.
Business Growth Acceleration	Through Creative HQ we will deliver industry-specific acceleration programmes through our Lightning Lab brand. 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. 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. 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.
Emerging industries	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

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.

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

Programme	Description
WREDA working with key stakeholder groups to enable an improved platform for economic growth in the Wellington region.	
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	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. 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. 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. There are a number of regional development initiative programmes of activity that WREDA is already involved in that may be considered for work in this stream. These include: · 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	Work in partnership with stakeholders and investors in the forwarding of planning for and delivery of a variety of major visitor / venue infrastructure projects: · 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

7.5 Build workforce and employer capability

Programme	Description
Bringing individual and business learning and working together to create opportunity for residents of the region	
Regional Business Partner Programme	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. 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: • 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 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.
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: • Academic opportunities • Vocational opportunities • Workplace training • Finding mentors • Connecting businesses to interns • Today's work opportunities
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

WREDA STATEMENT OF INTENT 2018-21

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.

7.6 Deliver an unrivalled business, consumer and major events programme

Programme	Description
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	
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 promotors. 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 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, 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.

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 sectors	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 Venture Up) [11]	2	3	4	5

WREDA STATEMENT OF INTENT 2018-21

		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
Deliver an unrivalled business,	Business Events Wellington and Wellington	ROI via out of Wellington spend[26]	22:1	20:1	20:1	20:1
		Total event	739,000	700,000[e]	750,000	750,000

consumer and major events programme	Major Events	attendance[27]				
		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%)
	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

WREDA STATEMENT OF INTENT 2018-21

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%

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.	• 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.	• 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	• 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.	• 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	• 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.	• 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	• 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	• 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

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)

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. Sell 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 Ara 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.

- 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.

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 was $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**

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

[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.

[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 manged 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

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Wellington Regional Stadium Trust
Statement of Trustees Intent
For the year ending 30 June 2019

Registered Office:	Westpac Stadium Waterloo Quay Wellington
Chair:	John Shewan
Chief Executive:	Shane Harmon

The Wellington Regional Stadium Trust (the Trust) was established by the Wellington Regional Council (Stadium Empowering) Act 1996 and the settlors of the Trust are the Wellington City Council and the Greater Wellington Regional Council.

The Trust recognises the interest that the ratepayers of Wellington City Council and the Greater Wellington Regional Council have in the Trust and its activities and have agreed to be subject to the reporting requirements of both Councils and their monitoring procedures. The Trust is not a Council Controlled Organisation, for the purposes of the Local Government Act 2002.

May 2018

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1. INTRODUCTION

The financial year ending 30 June 2019 will once again be a very active year for the Trust as it embarks on a significant upgrade of the internal concourse while at the same time hosting another full calendar of events.

In 2018 the Trust has refreshed its strategic priorities centred on the following areas:

1. Deliver great customer experiences
2. Grow commercial revenues
3. Invest in and improve our facilities
4. Value our people, our community and our stakeholders
5. Operate a safe building
6. Operational excellence
7. Attract and deliver world class events
8. Sustainability

Each of these strategic priorities and the associated activities for 2018/2019 are addressed in this Statement of Intent (SOI).

In the 2019 financial year, it is anticipated that Westpac Stadium will remain New Zealand's most utilised stadium. Crowd attendances are projected to hold up well in a very competitive market for patrons' time and attention.

The Trust derives a diverse range of recurring revenue streams. However, securing new revenues will be a prime focus for the Trust during the year.

Over the next twelve months the Trust, with the support of Wellington City Council, will continue invest in the upgrade of the internal concourse. This follows the major capital investments undertaken in the 2017/18 year with the installation of high density WiFi throughout the Stadium.

The Trust continues to enjoy a collaborative and supportive relationship with the Greater Wellington Regional Council (GWRC) and Wellington City Council (WCC) as well as the Wellington Regional Economic Development Agency (WREDA).

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2. STRATEGIC DIRECTION

a) CORE PURPOSE

The objectives of the Wellington Regional Stadium Trust as set out in the founding Trust Deed established by the Wellington City and Greater Wellington Regional Councils ('the Councils') are as follows:

- To own, operate and maintain the Stadium as a high quality multi-purpose sporting and cultural venue;
- To provide high quality facilities to be used by rugby, cricket and other sports codes, musical, cultural and other users including sponsors, event and fixture organisers and promoters so as to attract to the Stadium high quality and popular events for the benefit of the public of the region; and
- To administer the Trust's assets on a prudent commercial basis so that the Stadium is a successful, financially autonomous community asset.

The Councils have also established general objectives for the Trust. These are that it should:

- Adopt a partnership approach in dealing with the Councils and their associated entities;
- Have a regional focus where this is appropriate;
- Appropriately acknowledge the contribution of Councils;
- Achieve maximum effectiveness and efficiency of, and concentrated focus on service delivery;
- Operate at better than breakeven after depreciation expense.

The Trust meets all the general objectives of the Councils noting that the overriding requirement of the Trust Deed means that the Trust must generate sufficient profit to repay loans and finance capital expenditure.

Alignment with Council's Policies and Strategies

In 2011 the Wellington City Council (WCC) developed a 2040 Strategy setting out its vision for the city. The Trust fully supports these policies and strategies and contributes directly to the priority areas set out.

The Economic Development Strategy
The WCCs' Economic Development Strategy sets out the city's plans for ensuring long term economic development of the city that improves the citizens' quality of life and community prosperity.

In 2015 the Trust completed a 15-year study showing that almost 7.8 million visits have been made by people attending events at the Stadium. Of these visits, around 1.8 million have been from people outside the Wellington region spending an additional $889 million in the region's economy, this is more than two and half times original estimates.

It is estimated that this spending has now passed the $1bn mark given the events hosted over the past two years. The Trust will conduct its next economic impact review in 2019 ahead of the Stadium's 20th anniversary.

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Major events consistently draw upwards of 50% of attendees from out of the region, and as such the Stadium remains an economic powerhouse for the region.

The Trust has continued to deliver an exceptional return on the original investment made.

The Event Policy
The 2040 strategy records that the Westpac Stadium is a significant amenity and provider of key international events.

The Stadium has played a critical role in recent years in hosting major events including the Rugby, Cricket, Rugby League and FIFA U20 World Cups as well as large concerts such as Elton John, AC/DC, Guns n' Roses and the Edinburgh Military Tattoo. Rugby test matches over the last three years have all sold out.

While the 2018/19 event calendar is still work in progress, a number of major events are already confirmed and others are in negotiation.

The Accessible Wellington Action Plan
The Accessible Wellington Action Plan aims to enhance Wellington's reputation as an inclusive and socially responsible city and one that is accessible, safe and easy to get around. The Plan seeks to improve access for people with disabilities, parents with prams, older people with age related decrease in mobility and sensory abilities.

The location of the Stadium and its design were in large part driven by the power of its accessibility. The Stadium is ranked as the No.1 accessible stadium in New Zealand according to strategy and communications consultancy, the Gemba Group.

Its position in the transport hub and as an easy walk from the CBD and entertainment precinct ensures the city, its residents and its visitors all benefit from the Stadium's events.

Westpac Stadium has a well-developed access plan to enable easy access for all patrons. It provides people movers operating up and down the Fran Wilde Walk, special drop off areas, mobility parks and assisting people with wheelchairs directly to their seats. In 2014 Be.Accessible reviewed the Stadium and issued a Gold rating. The Stadium achieved excellent levels of accessibility across all areas measured. The Trust will continue to provide easy access for its patrons.

In 2018/19 the Trust proposes establishing an accessibility users group to assist us improve our performance further in this key area.

The Digital Strategy
The Digital Strategy aims to achieve global recognition as a creative, digital city.

The Trust has partnered with Spark and Huawei to install high density WiFi through all areas of the Stadium to cater for the growing need to share experiences socially as they happen and to open opportunities to use connected technologies to enhance the overall patron experience.

The Stadium upgrade saw 24km of new cabling laid, along with the installation of around 300 access points. The entire seating area has been covered by 350 directional antennas, allowing around 20,000 people to connect to WiFi concurrently, supported by a 20

Gb/second fibre backbone running around the stadium. The rollout was completed in July 2017.

The connected stadium was launched successfully for the All Blacks v British and Irish Lions test. 10,000 fans accessed the wifi during the match transferring nearly 1TB of data on the network on one evening.

With Wellington-based partner Eyemagnet, the Stadium will also be delivering internet protocol television (IPTV) and content management to the WiFi services.

Wellington Regional Economic Development Agency (WREDA)

The Trust adopts a strong partnership approach with WREDA with a view to enhancing Wellington's standing as a major event host. Management and Trustees engage with the WREDA Chair, Chief Executive and officers on a regular basis and are supportive of WREDA's goal of driving innovation and economic activity and enhancing the region's reputation as a centre of world-class film, IT, education, arts, food and tourism.

The Trust partnered with WREDA to successfully secure the rights to host the FIFA World Cup Intercontinental play-off in 2017 and continues to explore upcoming opportunities in 2018/19.

Wellington City Council's Long Term Plan (2015-2025)

The Trust is fully supportive of the city and region's long term plans. In particular the Trust identifies the following that provide strong synergies with the Stadium's plans:

1. A longer airport runway: bringing in more international visitors, and enhancing business and education connections.

The Stadium will be a beneficiary of a longer runway through increased visitor numbers for major events. In addition a longer runway removes one of the impediments for major artists visiting Wellington, as staging and equipment often has to be transported via road from Auckland.

2. Screen and tech industries: supporting smart and sustainable economic growth.

The Stadium is using Wellington based Eyemagnet to deliver internet protocol television (IPTV) and content management to the WiFi services.

3. New and improved venues for music, sport, and conventions

The Trust is very supportive of the proposed investment in sports and events infrastructure.

A new indoor arena and the proposed Wellington Convention Centre will complement the Stadium's current offerings. The convention centre will complement the Stadium's already busy functions business.

The Trust is also supportive of the investment in the Basin Reserve. It is important that both venues continue to complement each other and that the investment ensures a growth in the number of events and overall attendances for Wellington as opposed to displacement of existing events within the region.

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4. Reigniting our sense of place through events and public space improvements

The Trust applauds the commitment to increase funding for major events. A partnership driven approach to attracting and securing the right events for Wellington is vital. The Trust commits to being an active partner in this strategy.

Greater Wellington Regional Council's Long Term Plan

The Trust supports Greater Wellington Regional Council's Long Term Plan in particular those plans which cover public transport infrastructure and getting more people on public transport

The Trust supports further investment in public transport and actively encourages patrons to utilise public transport while attending events at the Stadium.

The Trust monitors green-house gas emissions. In 2018/19 the Trust intends will explore opportunities where we can further reduce our environmental footprint.

b) OPERATING ENVIRONMENT UPDATE

The operating environment remains positive for the Trust, albeit within a very competitive marketplace.

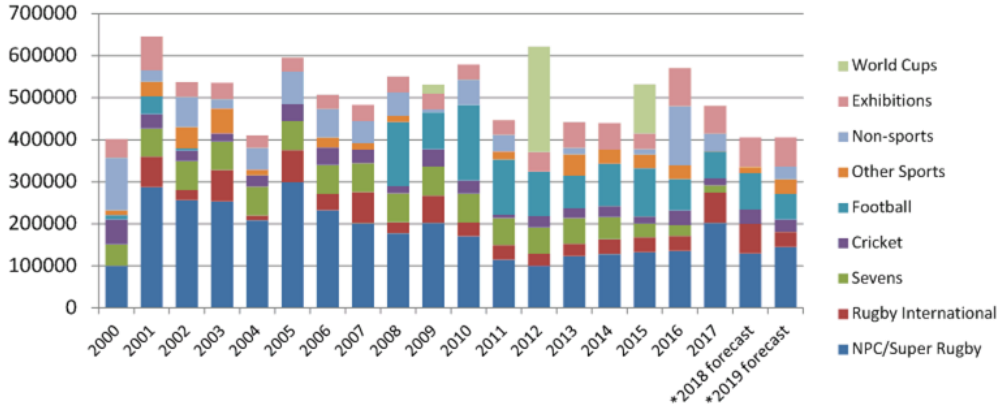
The past three years have boasted arguably the strongest events calendar since the Stadium opened including four concerts, world cups, FIFA Intercontinental play-off, rugby tests including the return of the British and Irish Lions and the Edinburgh Military Tattoo.

The events outlook for 2018/19 is positive and the Trust continues to work on attracting events.

The Trust's focus lies particularly on those events that will fill the Stadium and generate economic return for the region.

The focus on capital expenditure to enhance the facility and improve the patron experience will see borrowings and therefore interest on borrowings increase. Depreciation will also increase, and increases in insurance premiums are likely. The Trust will continue to operate with positive cash flows enabling the Trust to continue to invest in the facility.

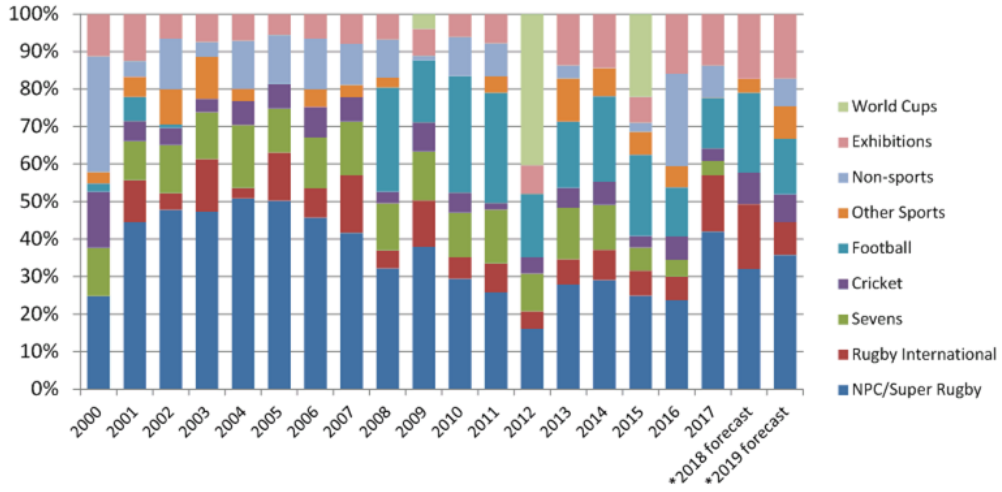
The following table highlights aggregate crowds by event type since the Stadium opened.



*target

The mix of events has changed significantly since the Stadium opened, and it is no longer reliant on any one code or event for its attendances.

The following table highlights the diverse mix of attendances over the years represented as a percentage of the overall attendance in any given year.



*target

c) STRATEGIC FRAMEWORK

The Trust's objectives are:

1. To be viewed by the residents of the region and other stakeholders as a valued and essential asset.

2. To operate the best venue in New Zealand measured by:
   - Satisfaction of hirers
   - Patron satisfaction
   - Event calendar and diversity

- Calibre of international events held
- Environmental impact
- Relationship with our neighbours
- Adherence to world's best practice

3. To remain financially autonomous

4. To provide a full and balanced event calendar to patrons

5. To maintain and enhance the facility to the standard of international best practice

6. To be a good employer and provide personal development opportunities to employees

7. To provide and maintain a safe and healthy working environment for employees, visitors and all persons using the premises as a place of work

The board hosts a strategic planning day in March of each year to reassess priorities and strategic direction.

3. NATURE AND SCOPE OF ACTIVITIES

The nature and scope of the Trust's activities are dictated in the first instance by the Trust Deed, settled with both Councils.

To meet its obligations under its Trust Deed, the Trust identifies the key objectives of:

- Presenting a full and balanced event calendar;
- Maintaining and enhancing the facility;
- Achieving a level of profitability that finances continuing capital expenditure and meets debt reduction obligations.

The Board and management have taken a longer term view of the Stadium's business.

In line with the obligations listed above under its Trust Deed, the Trust has recently refreshed its strategic priorities centred on the following areas:

1. Deliver great customer experiences
2. Grow commercial revenues
3. Invest in and improve our facilities
4. Value our people, our community and our stakeholders
5. Operate a safe building
6. Operational excellence
7. Attract and deliver world class events
8. Sustainability

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For the 2018/19 year the Trust's focus on each is outlined as follows:

1. Deliver great customer experiences

Alongside our hirers we aim to continuously improve the fan experience. The Trust facilitates the sharing of issues and ideas, develops proactive solutions and works towards best practice across all our events. In 2018/19 we will:

- Invest in customer service training to deliver a consistent Westpac Stadium experience across all staff and contracters.

  Westpac Stadium like most venues engages contractors for the delivery of key services. Many of these services are customer-facing such as catering, security and ticketing. Traditionally customer service training is provided by the contractor. The Trust will develop its own programme of training for staff and key contractors in order to deliver a consistent level of service across all customer touchpoints.

- Renew entry terms and conditions.

  This project will examine our entry terms and conditions as well as messages upon entry. Conditions of entry have been developed over the years and exist to provide a safe and secure venue as well to ensure that all patrons enjoy their Westpac Stadium experience. We will examine a means to make this information more accessible to visitors and remove or alter conditions if required.

- Create an accessibility user group that meets twice a year to help us continually improve how we operate an accessible venue.

  Westpac Stadium is already a gold rated venue according to Be.Accessible. We wish to take our understanding of matters related to accessibility to the next level by setting up an accessibility users' forum that will meet twice a year to share what we are doing in areas of accessibility and to learn from the group about further improvements we can make.

- Develop a stadium app to improve the game day experience

  In conjunction with Wellington based software company, EyeMagnet, we will develop a best of breed stadium app with a range of features that enhance the game day experience.

- Develop our Food and Beverage offering to a point where it is a selling point for attendance

  From 1 April 2018 the Trust will work with our newly appointed food and beverage provider. Our aim is to deliver the best food and beverage experience of any stadium in New Zealand.

2. Grow commercial revenues

The Trust has diverse revenue streams. The mix of events and hirers provides some degree of risk mitigation to a downturn in any one sport or event. The Trust's mix of revenue streams compare favourably to other major stadiums.

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We were particularly pleased to welcome Spark and Huawei on board as new sponsors from July 2017.

Maintaining and growing revenue is critical to our business. In 2018/19 we will pursue the following opportunities:

- We will grow our stadium memberships.

  In 2017 the Trust revamped its membership programme with a view to significantly increasing the number of members through delivering better venue membership products. We have had solid success in the relaunch and aim to build on that during 2018/19. We have recruited a sales role to assist with this task and will be investing in both marketing and member facilities to achieve this goal.

- We will leverage our investment in technology to grow our signage and sponsorship revenues.

  The new connected stadium, WiFi and IPTV delivers a new set of assets that the Trust will commercialise in the coming year. The Trust aims to increase its revenues through commercial signage, both fixed and digital over the year and is currently working with potential marketing partners to achieve this goal.

- We will renew or acquire a naming rights partner from 2020 onwards

  The current arrangements run through to 2019. This is a major focus for the Trust in the coming year and work is well underway.

- We will grow our non-event day event and functions revenues

  Westpac Stadium is one of the largest function centres in the region and while we host upwards of 1,000 meetings and events during the year there remains considerable opportunity for growth. We will develop a marketing plan with our new catering partner to promote the Stadium as one of the region's pre-eminent function centres.

3. Invest in and improve our facilities

The stadium environment is increasingly competitive. There has been significant investment in stadiums in both Australia and New Zealand in recent years. Regional, state and federal governments recognise the value of modern stadiums in attracting events, generating economic activity and promoting sport.

Continued investment in Westpac Stadium is vital to ensure events are not lost to new facilities. Over the next three years the Trust will invest $21.3m in the facility. This will be supported by a contribution of $5m from the WCC long term plan. In 2018/19 we will:

- Complete the majority of the concourse upgrade including removal of some of the steel cladding as well as upgrades to all of the catering outlets. This work is scheduled to commence in Q2 2018. The majority of the work is planned to be completed during the 2018/19 year.

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The proposed upgrades will cover the following elements:

- Removal of some of the steel cladding around the major thoroughfares to bring natural light and the city's wonderful vista into the Stadium;
- The enhancement and renovation of food and beverage outlets;
- Refurbishment of parts of the concourse floor;
- Cladding of some of the current grey concrete walls and pillars;
- Develop consistent look and feel and way finding around the concourse;
- Making the space more suitable for exhibition clients;
- Improved lighting.

The objective of the upgrade is to:

- Improve the overall fan experience for sporting events;
- Make Westpac Stadium a more desirable host for large scale exhibitions that drive out-of-region visitation and grow the local economy. This is consistent with the Councils' desires for more non-sporting events to be held at the Stadium

- Develop a plan to further strengthen the building and walkway to improve resilience in the event of a major seismic event.

  The building performed well during the Kaikoura and Seddon earthquakes and engineering assessments after both events found that no greater risk existed post each event. Nonetheless, the Trust has been examining areas where additional resilience can be applied, and it is anticipated that strengthening of the flooring units will commence in 2018/19. Strengthening of the walkway has already begun.

- We will actively support investment in other events infrastructure in the region.

  In addition to our own programme, the Trust will play an active and supportive role as required in improving the Region's event facilities. The Trust is supportive of improvements to the Basin Reserve as well as the feasibility work being conducted into an indoor arena and is keen to explore synergies and efficiencies across venues.

4. Value our people, our community and our stakeholders

This is a people business and the Trust enjoys and relies on strong relationships in order to run a successful business. And we rely on the support of the people of the Wellington region as well as out of region visitors to ensure our events are successful.

- We will develop specific programmes for relationship strengthening across key stakeholders including hirers, councils, WREDA, reginal initiatives and government.

  This will involve hosting at events, invitations to the Trust Board meetings and bringing in guest speakers from sports and events industry to share best practice and learnings with our stakeholders.

- We will foster a culture of innovation and continuous improvement and will invest further in staff training in order to grow our staff and fill gaps in skills and specialties

  The Trust will create an innovation programme that gives all staff a platform to contribute to innovation and continuous improvement. The purpose is to foster fresh thinking and

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generate new ideas amongst all staff and to run experiments to enable quick testing and to capture feedback.

- We will maximise opportunities to communicate to and engage with the wider Wellington regional community

  The Trust will proactively seek opportunities to tell its story to align with councils' desire to promote the region as a place to live, work & play.

5. Operate a safe building

The Trust is committed to providing and maintaining a safe and healthy working environment for its employees, visitors, and all persons using the premises as a place of work as well as event attendees.

- Health and Safety

  To ensure a safe and healthy work environment, the Trust maintains a Health and Safety Management System. In 2018/19 the Trust will conduct the new SafePlus assessment. SafePlus is a joint initiative developed by WorkSafe New Zealand, ACC and the Ministry of Business, Innovation and Employment (MBIE). It assesses businesses' health and safety performance and provides them with tailored recommendations on what they need to do to improve.

- Actively promote a safe and harassment-free environment for all staff, contractors and attendees at the stadium.

  In line with an initiative from the International Association of Venue Managers in 2017/18 we will revisit current policies and implement preventative measures pertaining to sexual, gender, and other forms of harassment where needed and we will take an active role in developing a campaign proactively promoting respect for all.

6. Operational excellence

Efficient business processes and event management systems are essential to the smooth operation of the facility and its events.

- We will harness technology to improve our business processes.

  In recent years the Trust has invested in technology to improve our financial management, marketing automation and CRM and health and safety processes. In 2018/19 we will explore best of breed technology that will assist us achieve our goals in both event management and facilities management

- We will seek to improve our business continuity capability.

  The Trust's Business Continuity Plan provides all staff with a template to guide our decision making when confronted with major challenges that disrupt the smooth delivery of our event and non-event day business. In 2018/19 this will be updated to incorporate experiences from the 2016 Kaikoura earthquake and the upcoming migration of office systems to the cloud.

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7. Attract and deliver world class events

Over the last eighteen years Westpac Stadium has been the busiest stadium in New Zealand, hosting over 50 event days each year in addition to community event days. In addition, the Stadium hosts up to 1,000 non-event day functions, conference and meetings each year.

Large events are significant drivers of revenue and are crucial to the viability of the Stadium. Securing such events remains a major focus of the Trust ongoing.

The events schedule through to June 2019, while still being finalised, will remain healthy. In 2018/19 we will:

- Aspire to host at least one major concert

  We will continue to engage with all key promoters on a regular basis and be flexible in our dealings in order to give Wellington the best opportunity to secure events. The Trust has in the past taken a joint venture approach in order to secure events. While such an approach inevitably means a greater exposure to risk, the Trust's financial position enables it take this approach.

- In conjunction with WREDA we will explore opportunities to attract or create an annual recurring major event for Wellington.

  The Trust works closely with WREDA in relation to major events. In 2018/19 the Trust will explore with WREDA opportunities to develop our own major events.

8. Sustainability

The Trust is committed to developing ways to reduce, recover, recycle, or re-use waste in all aspects of our business, including considering and integrating environmental factors in our decision making process.

In 2018/19 we will:

- Review our sustainability plan.

  We seek to explore opportunities where we can further reduce our environmental footprint that covers:

  - energy management and lighting
  - waste management and recycling
  - water conservation

  The Trust will also join the Sports Environment Alliance. The SEA represents a number of sports and venues in Australia and New Zealand. These sport organisations commit to establishing the knowledge and networks, needed to empower Australasian sport industry stakeholders to become environmental stewards.

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Operating Profitability

The Trust Deed requires the Trust to be financially autonomous. This requires the generation of sufficient profits to meet loan repayments and provide funds for the capital replacement and development programmes that are necessary to enable the Trust to meet its obligation to maintain the building to the standard of international best practice.

The major difference the Stadium can make to attendance at events is to improve the experience of the patrons across all areas of the facility. The Stadium Master Plan was developed to do that, but it can only be completed if we can continue to satisfactorily fund these projects.

The financial projections are outlined on the following pages. WCC has granted the Trust $5m to go towards capital expenditure, particularly in the concourse area. To date we have received $0.5m, and anticipate another $0.2m prior to 30 June 2018. This income is required to be shown in the year of receipt, and we have shown it as a separate line item. This has the effect of increasing the projected surplus, and operating cash flows in the next two years. The offsetting capital expenditure is included in the same year.

Excluding this grant income, the Trust projects a healthy operating surplus of between $3.23m and $3.65m and operating cash flows of between $2.69m and $3.68m.

Depreciation increases over the three year period from $4.16 to $4.57m as a result of the ongoing capital expenditure programme, which has spending of $21.35m.

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PROJECTED EVENTS SCHEDULE **12 months ending 30 June**

CONFIRMED	2019	2020	2021
Rugby Union	13	13	12
Football	10		
Concerts/Other Events	5		
Exhibition Days	14		
Total Confirmed	42	13	12
UNCONFIRMED			
Rugby			2
Cricket	2	2	2
Football		11	10
Other Sporting Events	1	1	1
Concerts/Other Events	1	1	2
Exhibition Days		17	14
Total Unconfirmed	4	32	31
Community Events	5	5	5
Total Events	51	50	48
Days reserved for semi's & finals	11	11	11

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SUMMARY STATEMENT OF FINANCIAL PERFORMANCE
FOR THE THREE YEARS ENDING 30 JUNE

	2019 $m	2020 $m	2021 $m
Revenue			
Events	5.90	5.09	5.85
Members Boxes & Sponsorship	5.08	5.22	5.17
Other	3.17	3.36	3.47
Total Revenue	14.15	13.67	14.49
Less:			
Event Operating Costs	2.96	2.78	3.16
Other Operating Costs	7.33	7.27	7.11
Interest	0.26	0.39	0.57
Total Operating Expenses	10.55	10.44	10.84
Operating Surplus before depreciation	3.60	3.23	3.65
Less:			
Depreciation	4.16	4.38	4.57
Net Surplus	(0.56)	(1.15)	(0.92)
Plus:			
Grant income (for capital expenditure)	3.30	1.00	-
Total Surplus	2.74	(0.15)	(0.92)

Net operating cash flows	3.01	2.69	3.68
Surplus cash at the end of each year after meeting loan repayments	1.00	1.00	1.00
Bank Loan at year end	5.03	6.59	9.46
Net debt (Loan less cash)	4.03	5.59	8.46

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SUMMARY STATEMENT OF CASHFLOWS
FOR THE THREE YEARS ENDING 30 JUNE

	2019 $m	2020 $m	2021 $m
Cashflows provided from operating activities	13.62	13.13	14.47
Cashflows from grants (to be used for capital expenditure)	3.30	1.00	
Cashflows applied to operating activities	(10.61)	(10.44)	(10.79)
Net cashflows from operating activities	6.31	3.69	3.68
Cashflows applied to investing activities	(9.54)	(5.25)	(6.55)
Net cashflows from investing activities	(9.54)	(5.25)	(6.55)
Cashflows provided from financing activities	2.53	1.56	2.87
Net cashflows from financing activities	2.53	1.56	2.87
Net increase (decrease) in cash	(0.70)	0.00	0.00
Opening balance brought forward	1.70	1.00	1.00
Cash at year end	1.00	1.00	1.00

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STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE

	2019 $m	2020 $m	2021 $m	2022 $m	2023 $m
Trust Funds					
Retained Surpluses	50.57	50.43	49.50	48.06	46.82
Limited Recourse Loans	40.39	40.39	40.39	40.39	40.39
	90.96	90.82	89.89	88.45	87.21
Non Current liabilities					
Revenue in Advance	0.25	0.00	0.00	0.00	0.00
Bank Loan	5.03	6.59	9.46	8.06	6.37
	5.28	6.59	9.46	8.06	6.37
Current Liabilities					
Revenue in Advance	3.73	3.44	3.42	3.43	3.43
Payables	1.77	1.77	1.77	1.77	1.77
	5.50	5.21	5.19	5.20	5.20
Total Funding	**101.74**	**102.62**	**104.54**	**101.71**	**98.78**
Represented by:					
Property Plant & Equipment	97.67	98.54	100.53	97.76	94.86
Current Assets	4.07	4.08	4.01	3.95	3.92
Total Assets	**101.74**	**102.62**	**104.54**	**101.71**	**98.78**

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PERFORMANCE MEASURES

Non-Financial Performance Measures

Measure	How Measured
• Deliver a strong Rugby international test programme for 2018 and 2019	• Key stakeholders are satisfied with management of the test operation • Sell-out crowds for test matches • 40% out of region visitors
• Deliver more large scale non-sporting events	• Secure at least one concert per year • Secure at least two other events outside the traditional rugby and football regular season calendar per year
• Continued investment in stadium infrastructure	• To develop a stadium app that features a number of enhancements to the fan experience • Concourse upgrade commences and is 75% complete
• Deliver a full event calendar	• Securing 45-50 event days per year. (Excludes community events).
• Host unique events that deliver economic benefit to the region	• Maintaining economic benefit to the Region at an average of $40 million per year • Working with promoters to deliver special events to Wellington
• Continue to enhance food and beverage offering	• Greater range and quality of offerings • Higher customer satisfaction
• Improved fan experience and hirer satisfaction	• To achieve a net satisfaction score above 80% for major sports and entertainment events. • To achieve a net satisfaction score above 70% for all other sporting events. • To develop an accessibility improvement plan
• Sustainability	• Explore opportunities where the Trust can reduce environmental footprint

Financial Performance Measures

The key performance indicators agreed with the Wellington City Council and Greater Wellington Regional Council are:

- Revenue – total, and event
- Net surplus (deficit)
- Net cash flow
- Liquidity ratio
- Bank borrowing to total assets
- Capital expenditure

We have reviewed these indicators and believe these are appropriate to the purpose of the Council's monitoring the Trust performance. They are reported on by the Trustees in their six monthly reports.

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4. BOARD APPROACH TO GOVERNANCE

Role of the Board

The Board of Trustees is responsible for the proper direction and control of the Trust's activities. This responsibility includes such areas of stewardship as the identification and control of the Trust's business risks, the integrity of management information systems and reporting to stakeholders. While the Board acknowledges that it is responsible for the overall control framework of the Trust, it recognises that no cost effective internal control system will prevent all errors and irregularities. The system is based on written procedures, policies and guidelines, and an organisational structure that provides an appropriate division of responsibility, sound risk management and the careful selection and training of qualified personnel.

Board Operation

The Board has three Standing Committees that focus on specific areas of the Board's responsibilities. These Committees are the Finance Committee, the Audit Committee and Health & Safety Board Sub-Committee.

The Board meets eight times per year. The Finance Committee meets when required. The Audit Committee meets twice per year. The Health & Safety Committee meets quarterly.

Board Performance

The policy of the Board has been that the Chairman conducts an interview with each Board member prior to the expiry of their term. Each new Board member undertakes an induction program to familiarise themselves with the Stadium, its operation and Board issues. Given the experience of the current Board it has been deemed that a Board development program is not necessary. If there are any Board performance issues, the Chair will bring them to the attention of the Mayor of WCC and the Chair of GWRC.

At the first meeting of the new financial year, the Chairman of the Audit Committee conducts a review of the Chairman's performance.

A full Board performance review has recently been conducted and no significant issues identified.

Board Membership

The Trust Deed states that there shall be not less than five, nor more than eight Trustees.

The Trustees are appointed jointly by the Settlors (Wellington City Council and Greater Wellington Regional Council).

The Wellington City Council and the Greater Wellington Regional Council can each independently appoint one of their elected Councillors as a Trustee.

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The current Trustees are:

Name	Appointed until:
John Shewan (Chair)	30 June 2018
Therese Walsh	30 June 2018
Steven Fyfe	30 June 2019
Mark McGuinness	30 June 2020
Rachel Taulelei	30 June 2020
Tracey Bridges	31 December 2020
Simon Marsh	declaration of results of 2019 Council elections
David Ogden	declaration of results of 2019 Council elections

5. ORGANISATIONAL HEALTH, CAPABILITY AND RISK ASSESSMENT

Health & Safety
The Trust has well developed health & safety policies which were reviewed by an external consultant and are regularly updated.

Staff who have influence over Health and Safety matters are required to acquire and keep up to date with Health and Safety matters including attendance at relevant course and conferences.

All staff receive regular training in respect of health & safety procedures.

A Health & Safety booklet has been produced which includes Stadium policies, the roles for staff and contractors, incidents and accident investigation, general site safety, emergency procedures and induction.

There are three Committees with a health and safety focus:

- Emergency Control Organisation/Emergency Planning Committee (meets ahead of each major event);
- Health and Safety Committee which includes key the Trust staff as well as contracters and tenant organisations (meets monthly);
- Board Health and Safety Committee (meets quarterly).

All contractors coming on-site are required to:

- Complete a health & safety agreement
- Complete a health & safety induction plan
- Provide a contractors safety plan
- Operate safely and report any hazards, near misses and injuries

RISK MANAGEMENT

Earthquakes
Prior to construction (July 1995), the Trust commissioned a full geo-technical report on the site. The ground was improved with vibro-replacement producing gravel columns at spacing of two to three metres to mitigate the effect of earthquakes.

The Trust has used the learnings from the recent earthquakes to strengthen its crowd control and evacuation procedures.

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The Trust has conducted a study to enable the Stadium to better understand its current percentage of New Building Standard (% NBS), the interaction between the reclaimed land and the building structure, the differential lateral spread expected and as well as a building seismic assessment. While no significant issues emerged, we will be implementing some resilience works that will enhance the structures.

Insurance

The Stadium insurance programme is managed by Marsh Ltd. The Trust operates a maximum first loss policy that provides cover for the maximum credible loss for fire, earthquake and other perils. The current maximum cover insured is $200m for material damage and $28 m for business interruption.

The building reinstatement value was assessed in September 2017 at $264m. The Trust has used the maximum first loss policy since 2003 based on modelling work undertaken with Marsh which has supported $200m as being appropriate cover in this context.

The Stadium is required to cover the first $7.0 million of any earthquake claim. There have been no material changes to the cover or the deductibles from the previous year.

Business Continuity Plan
The Trust has a Business Continuity Plan. The Trust has ongoing interactive training sessions with all staff to reinforce the content and requirements of the plan. This will be refreshed in 2018/19.

Communication and Access to Information
The Trust enjoys a positive and open relationship with both of its settlors, and both settlors have representation on the Board of Trustees. The Trustees confirm they intend to continue to operate on a "no surprises" basis with communication of any significant event likely to impact on either party made as soon as possible. This has worked well in the past.

6. ADDITIONAL INFORMATION

Reporting
The Trustees will present a six monthly report to both Councils, which will include a written report on agreed key performance indicators and financial statements for the period. The Trust will provide a formal briefing to both Councils, twice a year, on activities to date and review the outlook.

Audited financial statements will also be available on completion of the annual audit.

The Trustees will inform the Councils of any significant expected obligations or contingent liabilities to third parties.

Major Transactions
There are no major transactions likely to occur in the planning period that are not identified in the Business Plan.

Any particularly contentious transactions will be brought to attention of the Council at the earliest opportunity.

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Accounting Policies
General accounting policies of the Trust are set out in the Statement of Significant Accounting Policies. These policies are consistent with the policies applied in the previous year, apart from the presentation change relating to the limited recourse loans.

OTHER ITEMS TO BE INCLUDED IN THE STATEMENT OF INTENT

Ratios
The ratio of Trust Funds to Total Assets is expected to be:

30 June 2019	50%
30 June 2020	49%
30 June 2021	47%

The ratio of total Trust Assets to Trust Liabilities is expected to be:

30 June 2019	199%
30 June 2020	197%
30 June 2021	190%

Trust Funds are defined as the residual interest in the assets of the Trust after the deduction of its liabilities.

Assets are defined as service potential or future economic benefits controlled by the Trust as a result of past transactions or other past events.

Liabilities are defined as future sacrifices of service potential or of future economic benefits that the Trust is presently obliged to make to other entities as a result of past transactions or other past events.

Distributions to Settlors
Section 5 of the Trust Deed sets out the powers of the Trustees regarding the income of the Trust.

The Trust is required to pay surplus funds to the Wellington City Council and Wellington Regional Council in reduction of their limited recourse loans after meeting costs, liabilities and debt reductions and after allowing for the appropriate capital expenditure and transfers to reserves.

The Trust does not expect to have surplus funds available for repayment in the years covered by this Statement of Intent.

No other distributions to settlors are intended to be made.

Investments in other organisations
The Trustees currently have no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or other organisation.

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Compensation from local authority
There are no activities for which the Trust seeks compensation from any local authority.

Trust's estimate of the commercial value of settlor's investment in the Trust
Not applicable

Other matters as set out in the Funding Deed

Significant Third Party Obligations
There are no significant third party obligations other than those disclosed in the Financial Statements.

Relevant Legislation
The Trustees confirm that the Trust will comply with all relevant legislation affecting the conduct of this business.

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STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity and Period
Wellington Regional Stadium Trust Incorporated (the Trust) is a charitable trust established by the Wellington City Council ('WCC') and Greater Wellington Regional Council ('GWRC'). The Trust is domiciled in New Zealand.

The Trust is responsible for the planning, development, construction, ownership, operation and maintenance of the Westpac Stadium, Wellington, as a multi-purpose sporting and cultural venue.

The Trust was incorporated under the Charitable Trust Act 1957. The Trust is also a charitable entity under the Charities Act 2005, registration CC10754.

Statement of Compliance and Basis of Preparation
The financial statements have been prepared in accordance with the Trust Deed which requires compliance with generally accepted accounting practice in New Zealand.

As the primary purpose of the Trust to provide a community and social benefit, it is a public benefit entity for financial reporting purposes

The financial statements of the Trust comply with Public Benefit Entity (PBE) standards.

The financial statements have been prepared in accordance with Tier 2 PBE Standards. The Trust meets the requirements for Tier 2 reporting as it does not have public accountability and is not large (as defined by XRB A1).

The financial statements have been prepared on an historical cost basis, except for interest rate swaps.

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (000) unless otherwise stated.

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Revenue
Revenue is recognised when billed or earned on an accrual basis.

Corporate Box, Memberships & Sponsorship Revenues
Licenses for Corporate boxes are issued for terms of between four and six years. Signage and sponsorship properties are sold for a range of terms of between one and 10 years. The related license fees/revenues are paid annually with the revenue recognised on a straight line basis throughout the year.

Stadium memberships have been sold for terms ranging between two and five years. Payment may be made upfront or in a series of instalments. The payments received are recorded as Revenue in Advance, and recognised on a straight line basis over the term of the membership.

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Interest
Interest income is accrued using the effective interest rate method.

Rental income
Rents are recognised on a straight line basis over the term of the lease.

Expenses
Expenses are recognised on an accrual basis when the goods or services have been received.

Interest
Interest expense is accrued using the effective interest rate method. The effective interest rate exactly discounts estimated future cash payments through the expected life of the financial liability to that liability's net carrying amount. The method applies this rate to the principal outstanding to determine interest expense each period.

Taxation
As a Charitable Trust, the Trust meets requirements for exemption from income tax and accordingly no provision for income tax is recorded in the financial statements.

All items in the financial statements are exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive.

Financial Instruments
The Trust classifies its financial assets and financial liabilities according to the purpose for which they were acquired. The Trust determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Non-derivative Financial Instruments

Non-derivative financial instruments comprise trade and other receivables, cash and cash equivalents, loans and borrowings, and trade and other payables.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit and loss, any directly attributable transaction costs. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

A financial instrument is recognised if the Trust becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Trust's contractual rights to the cash flows from the financial assets expire or if the Trust transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Purchases and sales of financial assets in the ordinary course of business are accounted for at trade date. Financial liabilities are derecognised if the Trust's obligations specified in the contract expire or are discharged or cancelled.

Financial Assets
Cash and cash equivalents comprise cash balances and call deposits with up to six months' maturity. These are recorded at their nominal value.

Trade and other receivables are stated at their cost less impairment losses.

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Financial Liabilities
Financial liabilities comprise trade and other payables and borrowings, and are all classified as other financial liabilities. Financial liabilities with a duration of more than 12 months are recognised initially at fair value less transaction costs and subsequently measured at amortised cost using the effective interest rate method.

Amortisation is recognised in the Statement of Comprehensive Revenue & Expense as is any gain or loss when the liability is derecognised.

Financial liabilities entered into with duration less than 12 months are recognised at their nominal value.

Derivative Financial Instruments
Derivative financial instruments are recognised at fair value as either assets or liabilities. The Trust does not hold any derivatives that qualify for hedge accounting. Derivatives that do not qualify for hedge accounting are classified as held for trading financial instruments with fair value gains or losses recognised in the Statement of Comprehensive Revenue & Expense. Fair value is determined based on quoted market prices.

Employee Entitlements
Employee entitlements that the Trust expects to be settled within 12 months of balance date are measured at undiscounted nominal values based on accrued entitlements at current rates of pay. These benefits are principally annual leave earned but not yet taken at balance date, and bonus payments.

No provision for sick leave is accrued, as past experience indicates that compensated absences in the current year are not expected to be greater than sick leave entitlements earned in the coming year.

Other Liabilities & Provisions
Other Liabilities and provisions are recorded at the best estimate of the expenditure required to settle the obligation. Liabilities and provisions to be settled beyond 12 months are recorded at their present value.

Leases
Leases where the lessor effectively retains substantially all the risks and rewards of ownership of the leased items are classified as operating leases. Payments made under these leases are expensed in the Statement of Comprehensive Revenue & Expense in the period in which they are incurred. Payments made under operating leases are recognised in the Statement of Comprehensive Revenue & Expense on a straight-line basis over the term of the lease.

Property, Plant and Equipment

Recognition
Expenditure is capitalised as property, plant and equipment when it creates a new asset or increases the economic benefits over the total life of an existing asset and can be measured reliably. Costs that do not meet the criteria for capitalisation are expensed.

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Measurement
Items of property, plant and equipment are initially recorded at cost.

The initial cost of property, plant and equipment includes the purchase consideration and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential and that can be measured reliably is capitalised. Borrowing costs are not capitalised.

Impairment
The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use. Losses resulting from impairment are reported in the Statement of Comprehensive Revenue & Expense.

Disposal
Gains and losses arising from the disposal of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Revenue & Expense in the period in which the transaction occurs.

Depreciation
Depreciation is provided on all property, plant and equipment, with certain exceptions. The exceptions are land, some aspects of the pitch and assets under construction (work in progress). Depreciation is calculated on a straight line basis, to allocate the cost or value of the asset (less any residual value) over its useful life. The estimated useful lives of the major classes of property, plant and equipment are as follows:

Land	indefinite
Pitch	10 years to indefinite
Buildings	8 to 70 years
Replay screen & production equipment	3 to 25 years
Fitout	5 to 50 years
Fittings	3 to 20 years
Plant & machinery & equipment	2 to 70 years

The residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each balance date.

Work in progress
The cost of projects within work in progress is transferred to the relevant asset class when the project is completed, and then depreciated.

Critical accounting estimates and assumptions
In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material

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adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Estimating useful lives and residual values of property, plant, and equipment
At each balance date, the useful lives and residual values of property, plant, and equipment are reviewed. Assessing the appropriateness of useful life and residual value estimates of property, plant, and equipment requires a number of factors to be considered such as the physical condition of the asset, expected period of use of the asset by Trust, and expected disposal proceeds from the future sale of the asset

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the statement of comprehensive revenue and expense, and carrying amount of the asset in the statement of financial position. The Trust minimises the risk of this estimation uncertainty by regular physical inspection of assets, and a planned preventative maintenance and asset replacement programme.

Statement of Cash Flows
The statement of cash flows has been prepared using the direct approach. Operating activities include cash received from all income sources of the Trust, record cash payments made for the supply of goods and services and include cash flows from other activities that are neither investing nor financing activities. Investing activities relate to the acquisition and disposal of assets. Financing activities relate to activities that result from the funding structure of the Trust.

Changes in Accounting Policies
There have been no changes in accounting policies.

John Shewan
Chair
FOR THE TRUSTEES
WELLINGTON REGIONAL STADIUM TRUST

WELLINGTON Zoo

Statement of Intent and Business Plan 2018-19

Wellington Zoo Trust

Me tiaki, kia ora!

Pursuant to Schedule 8 of the Local Government Act (2002)



CONTENTS

1.....INTRODUCTION 3
2.....CONTRIBUTION TO OUR CITY 4
3.....STRATEGIC DIRECTION 5
4.....PERFORMANCE MEASUREMENTS 14
5.....APPROACH TO GOVERNANCE 16
6.....ORGANISATIONAL RESILIENCE AND RISK ASSESSMENT 18
7.....ADDITIONAL INFORMATION 24
8.....ACCOUNTING POLICIES 25
9.....FORECAST FINANCIAL STATEMENTS 30

1. INTRODUCTION

Wellington Zoo is a progressive zoo which exists to create community value and to solve important social and environmental problems – people disconnected from nature in an urbanised world and the loss of species worldwide. We strive to be revolutionary in approach to creating an influential zoo through leading the way in connecting people and animals and saving animals in the wild by having our community love and support their zoo. We have local and global influence in animal welfare, sustainability initiatives and conservation outcomes. We live by the ethos of **Me tiaki, kia ora!** This means that we **must** care for the planet so that life will thrive.

Wellington Zoo contributes to the vibrancy and innovation of our city through our support for Council strategies and initiatives. **The Zoo aims to be a reflection of our city and contribute to the thriving cultural and natural heritage of Wellington as an accessible and liveable city.**

We believe that future capital investment will ensure the Zoo remains leading edge and we believe acquisition of animals, such as snow leopards, allows us to tell a global conservation story which will drive action for the environment. We see our capital investment and asset planning **as a response to community** expectations of a progressive and professional zoo and to create **ongoing resilience** for one of our city's most iconic places. We have included the proposed CAPEX projects in this SOI, as discussed with WCC officers, according to the 2018-28 Long Term Plan. Additionally, we have listed those projects not for consideration in the next ten years but which we feel will ultimately be required for Wellington Zoo.

Wellington Zoo has large-scale social impact by building brighter futures for children, families, communities and the planet. As a model for progressive zoos, our local and global conservation partnerships and our leading sustainability initiatives are critical to continued success. Our reputation as a world leading and highly respected zoo allows us to define community calls to action through our **storytelling** that lead people to take meaningful action for our planet. We know that demographics of zoo-based visitation (US-based data) show that 55% of zoo visitors are millennials, 23% Gen X, 23% Boomers, 3% matures with an average age of 42 years. This data means that our capacity for social conversations reaches across all demographic groups. As a highly visited cultural place we can influence with environmental messages and create a tomorrow where the planet flourishes.

We agree to the financial and non-financial expectations of the Zoo and the SOI outlines how we will implement these expectations.

2. CONTRIBUTION TO OUR CITY

The Zoo is a strong contributor to our city, focusing on knowledge, collaboration, innovation and positive action. It contributes to the vibrancy and forward thinking of our city. We aim to be a reflection of our city and contribute as a cutting edge business with talented people to the thriving cultural and natural heritage of Wellington as a liveable city. The Zoo contributes strongly to liveability outcomes by being an integral part of the well-being of people that Wellington is renowned for amongst New Zealand cities.

We are working with WREDA to ensure economic growth and tourism for our city. As winners of Green Gold and Vibrant Gold in the Wellington Gold Awards and the supreme winner of the Wellington Region Business Awards 2015 we believe we are perfectly placed to add value to the economy of our region.

Wellington Zoo will be seen as:

- A leader in the city in shaping the community's views on and action for conservation and sustainable living.
- A valued and valuable member of the Wellington regional community that adds to the prosperity of our city through business activity, events, connections, inclusivity and engagement for children and their families and other members of our society.
- A substantial player in the drive to position Wellington as a centre for learning about and expertise in conservation and sustainability.
- A key contributor to helping the city become internationally competitive, entrepreneurial and innovative by attracting investment in education, research, tourism and employment and contributing to the provision of a vibrant city attracting a creative working population.
- An important part of Wellington's history as New Zealand's first zoo and the most visited paid cultural attraction in Wellington.
- An important part of the regional fabric that stimulates overall wealth creation, social stability and connects people to conservation and environmental issues. As our region's only zoo we are a unique asset for our city.

3. STRATEGIC DIRECTION

Purpose

Wellington Zoo Trust Incorporated is incorporated under the Charitable Trusts Act 1957 and is a not for profit organisation.

Wellington Zoo exists to ignite a zoo revolution. We lead the way in connecting people to animals and saving animals in the wild by our community loving and supporting their Zoo.

Core Business

The Trust will continue to provide the core business services that the Zoo has historically delivered to Wellington. These can be summarised as follows:

- Strategic direction and operational management of the Zoo.
- **Development and maintenance of animal habitats which offer engaging experiences to visitors and high quality living environments to the resident animals.**
- **Provision of engaging learning experiences for visitors and community involvement with the Zoo as a community asset.**
- **Educational curriculum delivery to develop children as contributing citizens.**
- **A safe and inspiring place for family engagement and community learning.**
- Care of the Zoo's animals to achieve excellent levels of health and emotional/psychological well-being according to the Five Domains of Animal Welfare.
- **Contribution to conservation through advocacy, support for field conservation programmes and sustainable management practices.**
- Participation in collaborative inter-zoo, and other conservation agency, programmes.
- **Contribution to conservation, scientific, learning and management research projects in the field and on site.**
- Fundraising for the organisation's future sustainability, development and conservation projects.

Trust Deed

Wellington Zoo Trust Deed states the objects of the Trust as follows:

"7.1 The objects for which the Trust is established, to the extent that they are a charitable purpose within New Zealand, are as follows:

7.1.1 To manage, administer, plan, develop, maintain, operate and promote Wellington Zoo as a zoological park for the benefit of the Wellington community and as an attraction for visitors to Wellington;

7.1.2 To educate the community by building an awareness of plant and animal species and the actions required to promote conservation;

7.1.3 To promote species conservation;

7.1.4 To support and complement the conservation and learning activities undertaken by other organisations;

7.1.5 To develop, manage and plan animal species management programmes;

7.1.6 To promote and coordinate the raising of funds to assist the management, administration, maintenance, planning, promotion and further development of Wellington Zoo;

7.1.7 To acquire additional plant and animal species;

7.1.8 Generally to do all acts, matters and things that the Trustees think necessary or conducive to further or attain the objects of the Trust set out above for the benefit of the Wellington community."

Operating Environment

As the capital city zoo we believe we should be providing a uniquely Wellington Zoo experience for families, school groups and other visitor groups - innovative, fun, professional, creative and personal.

We face challenges as a fixed cost organisation, especially in areas such as annual salary increases, cost increases from suppliers and the increasing need for commitment to conservation projects nationally and globally. **We support the Living Wage ethos and all Wellington Zoo employees are paid at or above Living Wage.** While we support the fair remuneration ethos of the Living Wage we must also address remuneration relativity issues across the Zoo so we need to explore ways of managing this pressure on our OPEX. Staff costs are our largest OPEX commitment and we strongly believe we must pay all our people fairly and equitably.

We take the care and safety of our people, our visitors and our animals very seriously and continue to invest in and research the best practice for H&S in a zoo context. We have increased staff numbers in the H&S area as a reflection of this important focus for our organisation.

Animal welfare is our highest priority and with the Animal Welfare Committee (external university and scientific advisors and Zoo staff) we continually examine our approach to the welfare of our animals. Welfare goes beyond care – it is the animal's perception of its life and Wellington Zoo is Animal Welfare Accredited through the Zoo and Aquarium Association Australasia (ZAA). We use the Five Domains model of Animal Welfare which goes beyond the Five Freedoms and we assess every individual animal in our care. Our Animal Science Manager is the Chair of the Animal Welfare and Accreditation Committee of ZAA and the Chief Executive is a member of the Animal Welfare Committee of the World Association of Zoos and Aquariums (WAZA).

Strategic Framework

Wellington City Council's Strategy for our city, Towards 2040, aligns seamlessly with the goals of Wellington Zoo Trust in that it is about inspiring each other to see the possibilities for the future. The work of the Zoo supports the four pillars of the Towards 2040 Strategy: eco city, people-centred city, connected city and dynamic city centre. The Zoo is an iconic asset for our city and as our city population grows there will be an even greater desire for the Zoo to be a sophisticated and accessible attraction which delivers 21st century conservation programmes and actions.

Wellington Zoo's strategy is about the Wellington Zoo of the 21st century and seeks to take us into a new realm which builds on our success of the past few years, using the rebuilt Zoo physical platform and setting the stage for Wellington Zoo to be seen as a leader and trusted voice in the conservation of species and sustainability outcomes. The loss of biodiversity is a major global issue facing us all so our strategy seeks to put accelerant on the fire of change. Wellington Zoo distinguishes itself as a progressive zoo in global terms and we want to continue this reputation across our strategic goals. *(See below.)*

Our values underpin our strategy and structure and they resound with our approach to being a welcoming, happy place. Our iwi alignment is reflected in the iwi interpretation of the values and we have worked with Taranaki Whānui ki Te Upoko o Te Ika to ensure the correct concepts reflect our intentions. *(See below).*





WELLINGTON Zoo

As a sustainable organisation we also consider the **UN Sustainable Development Goals** in our approach. (*See below.)* These 17 global goals set the framework for global prosperity - the very things we all want for our city. While we would aspire to address all 17 goals we are realistic and feel that we are in the position to address many but not all. Over time we will be integrating the SDGs into the work of the Zoo and how the Zoo is positioned in our community. Sustainability is more than environmental initiatives and the SDGs frame that bigger picture.

The Sustainable Development Goals (SDGs), officially known as "Transforming our world: the 2030 Agenda for Sustainable Development" is a set of 17 aspirational Global Goals with 169 targets between them.

In September 2015, all 193 Member States of the United Nations (including New Zealand) adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are these 17 Sustainable Development Goals (SDGs) which clearly define the world we should all want – applying to all nations and leaving no one behind. This Agenda is a plan of action for people, planet and prosperity.

The Sustainable Development Goals provide a powerful aspiration for improving our world. The Sustainable Business Council NZ (SBC) has adopted the SDGs and as an active member of the SBC we are also working to create a better world.

Wellington Zoo is seen as a leader in sustainability in the global zoo and aquarium profession and we will be at the forefront of developing the World Zoo and Aquarium Association global sustainability strategy over the next two years.



Wellington Zoo Trust's strategic elements are to:

Connected City, Eco City, People Centred City



The Zoo is perfectly positioned, as a multi award winner in visitor experience, business leadership, vibrancy, sustainability and conservation, to take an active role in delivering conservation and sustainability messages to a large audience of over 250,000 visitors on-site and many more online. We create compelling stories with clear calls to action and we craft community campaigns that move beyond simply raising awareness of an issue to driving lasting change and building a better world.

Wellington Zoo will continue to build its reputation as a unique and innovative Zoo by including more opportunities for our visitors to experience multi-layered and multisensory learning experiences. We have rich content for storytelling and engagement with communities. We design creative and profound visitor experiences which connect people and animals in ways which inspire communities to take positive action for the environment.

Our commitment is to ensure continual improvement in visitor experience to achieve wider engagement within the community. We offer a range of events, discount days and other visitor programmes which ensure we engage our whole community in the work of the Zoo. Accessibility is important to us as we believe that the Zoo belongs to everyone. We have achieved Be:Accessible Gold rating and we continue to improve the Zoo experience for all visitors. We have embraced accessibility for the whole community by investing in recommendations from Be:Accessible to improve the experience for all people. Our Gold rating means that many more people have access to the Zoo in the ways that best suit them.

Programmes such as The Warehouse Zoofari to support low decile schools in our region to have free transport costs and Zoo admission, LEOTC school discounted entry, free Neighbour's Night for our Newtown and Melrose locals in conjunction with City Housing and Trade Me, discounted entry on Winter Wednesdays and $2 Open Weekend ensure accessibility for a wider segment of the community. Over 50,000 people were able to visit the Zoo last year through these community accessibility initiatives,

Zoo Crew membership is continually increasing and this is a strategic aim for us as Zoo Crew provides an excellent value proposition for Wellington city rate payers and residents who visit the Zoo often throughout the year. We know that Zoo Crew members visit on average four times per year (many individuals visit more often) so this offering makes a Zoo visit far more possible for many people.

Our dynamic website broadens the reach of our message based experience; the visitor experience starts at home, with our regularly updated website reflecting the experience within the Zoo and showcasing our new Zoo for the community. Tying our communications strategy to the theory of behavior change science helps ensure that our storytelling efforts are tied to overarching goals, not simply focused on promotion or awareness.

As a child friendly city it's important for Wellington to cater for young people and their families, and for the Council this means providing safe, accessible and enjoyable places for recreation and play, and offering community events and activities that are suitable for all.

Eco city

SAVE ANIMALS IN THE WILD

Our end game is to save animals in the wild, locally and globally. We have a global conservation remit. The *Wild Ideas* symposium in April 2017 highlighted all the conservation partners of Wellington Zoo both local and global. Our Conservation partners' discussion of their innovative approaches to significant biodiversity issues restores faith that we can win this battle together with Wellington Zoo as a major voice to be heard for the conservation of species. We strive to show thought leadership in global conservation and sustainability by involvement with global partners and by taking leadership roles in the world and regional zoo professional community. . We are respected in the zoo profession for our success in sustainability and we are a leading example of conservation investment and on ground conservation outcomes.

In the Social Return on Investment (SROI) research we completed in 2015-16, 75-89% of visitors learnt that zoos play a vital role in conservation and have learnt ways that they can also contribute to conservation after their visit to Wellington Zoo. After visiting Wellington Zoo, 80% said they plan to change their behaviour to benefit the environment.

We are a key stakeholder in collaborative conservation breeding as well as science and veterinary research programmes within the zoo community, with other conservation agencies and higher learning organisations in Wellington, across New Zealand and beyond.

Our Species Plan focuses on the number of critically endangered and endangered species we have in human care at the Zoo and those we support through our conservation programmes in the animal's range state. The field conservation programmes for critically endangered and endangered species in their range state that we support are: Sumatran Tigers through Wildcats Conservation Alliance, Tasmanian Devils through Save the Devil Program, Malayan Sun bears through Free the Bears South East Asia , Cotton Top Tamarins through Proyecto Titi, Black and White Ruffed Lemurs through Madagascar Fauna and Flora Group, Chimpanzees through the Jane Goodall Institute, White Cheeked Gibbons through Fauna and Flora International, Vietnam, Kea through Kea Conservation Trust, North Island Kākā through breed for restoration programmes, Grand and Otago Skinks with DOC, Kororā and Tawaki through West Coast Penguin Trust and Golden Lion Tamarins through Associação Mico-Leão Dourado. The planned acquisition of Snow Leopards, Ring Tailed Lemurs and endangered Southern Hairy-nosed Wombats in the future will provide further opportunities for our community to engage with global conservation issues for endangered species.

The Nest Te Kōhanga, our state of the art veterinary hospital, works with a variety of native species. Native wildlife cases now make up 70% of the veterinary medicine case load – including many who are critically endangered and endangered. Our success in this area, of successfully releasing injured native wildlife back to the wild, is above world standard for zoo veterinary hospitals and we take great pride in this achievement.

People-Centred City, Connected City, Dynamic Central City

PEOPLE LOVE AND SUPPORT THE ZOO

The Zoo's contribution to the economic development of our city is through its financial results, creating a place Wellingtonians can feel proud of, by the employment of over 90 people (73 FTE) and by being one of the largest employers in Newtown.

The Trust will continue to drive for results in its commercial imperatives this year to ensure financial sustainability. As a social enterprise we seek to ensure our financial sustainability so that our social and environmental goals can be achieved.

Wellington Zoo is inclusive for all sectors of our community – our visitor mix is diverse and we ensure that all visitors feel safe and respected. Our visitor numbers continue to grow. The SROI research from 2014-15 showed clearly the **economic significance** of Wellington Zoo to the City from visitors to the Zoo. Our visitor feedback is positive and people are enjoying the continual change in the Zoo. Our Animal Close Encounters (up close and personal experiences with the animals and Zoo staff where conservation messages are discussed even more deeply) continue to attract visitors, and venue hire and functions bookings are increasing as more people come to realise how beautiful the Zoo is and how much it has changed over the past eleven years. We continue to build on this success year on year.

People Centred City, Eco city, Connected City, Dynamic Central City

LEAD THE WAY

Wellington Zoo has been recognised in a multitude of awards over the past few years, from holistic sustainability to business and environmental leadership. We will continue to strive for excellence across our organisation. To achieve our strategy we will be ensuring our commitment to sustainability and our carboNZero certification continues with projects such as the solar power installation in as many Zoo buildings as we can. We are transitioning to EVs which supports Council's intentions in this area and we will be obtaining our electricity from Ecotricity, the only carboNZero certified electricity provider in NZ.

As one of the key environmental education providers in Wellington, the Zoo has a Learning Experience Outside the Classroom (LEOTC) contract with the Ministry of Education. Last year over **11,000 school children** connected with animals at Wellington Zoo during a learning session. We have negotiated a new contract with the Ministry to provide further LEOTC experiences for the coming three years.

The MOE measures the success of the learning programmes at Wellington Zoo and we continue to receive positive feedback on our educator-led learning sessions and our innovative programmes that align with the Ministry's target areas, including improving education outcomes for Māori and Pasifika learners, special education learners and those from low socio-economic backgrounds.

Our partnership with The Warehouse continues to bring low decile schools from across the Wellington and Tasman regions to the Zoo for learning sessions as part of *The Warehouse Wellington Zoofari* (*Zoofari*). Around 1,200 children per year from low decile schools, along with their parents and teachers, are visiting the Zoo as a result of *Zoofari* so the Zoo continues to build links to communities around the region. This year the programme will be nationally focussed, with the four major Zoos across New Zealand collaborating to deliver aligned *Zoofari* experiences for underserved communities.

Wellington Zoo's *Bush Builders* is a unique environmental literacy programme that helps urban students discover for themselves the wonder of the world around them, in their own schools and homes, and to empower them to take positive action in their own communities. This successful programme has influenced over 4,000 students in our region. The South Wellington Intermediate School (SWIS) and Wellington Zoo MOU continues the school's ongoing involvement in our *Bush Builders* programme. This comprises a two year programme of hands-on learning, with full school participation one year and an advanced science class taking on a leadership role alternate years. This is particularly important for young people to be given leadership opportunities within their school community.

The SWIS and Wellington Zoo partnership to support international students coming to Wellington continues, with the Zoo providing these students with opportunities to connect with animals, participate in *Bush Builders* and to learn about saving animals in the wild. International student programmes is a strategic area for SWIS and this programme aligns with that strategy. We envision this partnership will create long term economic and environmental benefits for our South Wellington community and the wider city.

Bush Builders emphases the importance of building habitats for animals – much like the botanic estate within the Zoo itself creates. The importance of plants within the animal habitats as well as in the visitor space is reflected in the beautiful gardens and native plants throughout the Zoo. A major planting master plan will be created for Wellington Zoo over the coming year which will highlight the significant trees and the future plans for the botanic estate within the Zoo.

4. PERFORMANCE MEASUREMENTS

For the next three years the following table indicates the measures for WCC to monitor. These are linked to our strategic areas.

Measure	Frequency of Measure	Forecast 2017-18	Target 2018-19	Target 2019-20	Target 2020-21	Notes
Connect people with animals						
People participating in Animal Close Encounters.	Quarterly	4,000	4,000	4,000	4,000	
Number of students participating in LEOTC sessions.	Quarterly	10,500	10,500	10,750	11,000	
Measure visitor feedback and satisfaction.	Quarterly	New Measure	8.5	8.5	8.5	***New Measure:*** Visitor surveying is regularly undertaken each month. This target is based on the overall experience rating which is measured out of ten.
People love and support the Zoo						
Increase total visitation.	Annually	242,000	244,420	246,864	249,333	
Percentage of operating costs generated by the Trust.	Annually	56%	56%	56%	56%	
Ratio of Trust generated income as percentage of WCC grant.	Annually	126%	127%	126%	125%	
Average income per visitor from Trust generated revenue.	Annually	$16.76	$17.21	$17.34	$17.49	
Average WCC subsidy per visitor.	Annually	$13. 39	$13.58	$13.80	$14.02	
WCC full subsidy per visitor.	Annually	$20.96	$21.73	$22.05	$22.40	This KPI is generated by WCC and is not controlled by the Trust. It includes depreciation and shared services costs, CCO team costs, insurance, CAPEX interest and the OPEX grant.
Volunteer engagement survey.	Annually	1	1	1	1	

Measure *(continued…)*		Frequency of Measure	Forecast 2017-18	Target 2018-19	Target 2019-20	Target 2020-21	Notes
Save animals in the wild							
Number of vulnerable, endangered or critically endangered species (IUCN Red List and DOC National list) in the Zoo's collection.		Annually	27	27	27	27	
Percentage of native patients successful released to the wild after treatment in The Nest Te Kōhanga (TNTK).		Annually	65	70	70	70	% of animals successfully treated after being admitted into TNTK post 72 hour triage period.
Number of Field Conservation Projects supported for threatened (NZ) endangered or critically endangered (global) species.		Annually	5	8	8	8	
% of OPEX directly contributed to field conservation.		Annually	4%	5%	6%	7%	This measure uses the Zoo Aquarium Association (ZAA) Australasia Framework to measure direct contributions to field conservation.
Participate in zoo-based research projects and paper publication.		Annually	9	10	11	12	These projects are directly related to conservation medicine, animal welfare science and visitor engagement research.
Lead the way							
Maintain Zoo and Aquarium Association Animal Welfare Accreditation.		Annually	Achieved	Achieved	Achieved	Achieved	
Maintain carboNZero certification.		Annually	Achieved	Achieved	Achieved	Achieved	
Health & Safety targets	Safety Improvement Team meeting attendance.	Annually	H&S Safety targets Achieved	70%	80%	80%	Measured against those staff available to attend meetings - 12 meetings per annum. ***New Measure*** *to make the measures more specific.*
	Successful Emergency drill/incident debriefs held.	Annually	H&S targets Achieved	8	8	8	Includes emergency drills, trial evacuations and real incidents occurring which require debriefing. ***New Measure*** *to make the measures more specific.*
People & Culture Targets	Staff Recognition programme.	Annually	People and Culture targets Achieved	1	1	1	***New Measure*** *to make the measures more specific.* This measure refers to the year-long recognition of staff excellence at full staff meetings and culminates in the annual staff awards event in August
	Staff Learning and Development Sessions held.	Annually	People and Culture targets Achieved	10	10	10	***New Measure*** *to make the measures more specific.*

Budgeted Visitor Numbers by Quarter 2018-19

Q1	Q2	Q3	Q4	TOTAL
43,501	69,272	64,639	67,008	244,420

5. APPROACH TO GOVERNANCE

Wellington Zoo Trust is a Council Controlled Organisation having been established in 2003 by the Wellington City Council to develop and manage Wellington Zoo.

Relationship with Council

The Trust ensures the ongoing viability of the organisation is maintained through the monitoring of Key Performance Measures. Governing policies have been developed by Trustees to ensure the business of the Trust is managed consistently with its Deed and stated direction.

As part of the ongoing relationship with the Wellington City Council, the Chair and Chief Executive meet with the Mayor and Wellington City Council Chief Executive on a regular basis. The Wellington Zoo Chief Executive meets regularly with Council officers for CCOs and other Council management when appropriate. The Chair and Chief Executive attend the CCO Performance Committee meetings as required.

The Trust's Statement of Financial Performance and audited accounts will be presented to Council within 60 days of financial year end. **These statements include the budget from the SOI for the same period as per the Letter of Expectation and our usual approach to the accounts.**

The Trust will disclose any material or potentially contentious transactions that are planned within its annual business plan. Where this is not possible, the earliest practicable notice will be given to Council of such transactions.

The Trust will publicly acknowledge Council's contribution to the Zoo wherever appropriate.

The principles governing the relationship between the Trust and Council will include:

- A "no surprises" approach
- Open communications which acknowledge each partner's objectives and constraints
- Mutually respectful negotiation of resolution of differences
- Reciprocal recognition of the requirements of each other's processes
- Provision of quarterly reports against agreed KPMs and an annual report within three months of balance date.

Board Membership

Name	Term Expires
Craig Ellison *(Chair)*	30 November 2020
Ben Bateman	30 June 2020
Raewyn Bleakley	30 November 2020
Peter Gilberd	31 October 2019
Michael Potts	30 June 2019
Sue Paterson	31 August 2019

All Board members are non-executive.

Board Committees

The Board operates one committee - the Finance, Audit and Risk Committee.

Board Development

The Board conducts an annual review of overall Board performance which determines individual and chair development needs and any other actions required to ensure best practice governance and performance standards are met. The Trust promotes Board development for corporate governance and spends at least ten hours a year on this at Board meetings and additional workshops and discussions. **A report will be tabled to the WCC Chief Executive on the Board review and outcomes by 30 September 2019.**

6. ORGANISATIONAL RESILIENCE AND RISK ASSESSMENT

Wellington Zoo Trust has a Finance, Audit and Risk Committee which meets quarterly throughout the year. The Board monitors our Risk Analysis and Mitigation Plan at least annually and this document is updated as required. **Health and Safety is currently managed via the GM Assets and Safety who is a direct report to the Chief Executive.** The H&S Advisor works with our Safety Improvement Team to ensure safe practices in the Zoo for animals, staff and visitors. All Health and Safety incidents are monitored weekly by the SMT and by the Board at their regular meetings.

As with all our H&S responsibilities the Board (and other officers of the Trust) acknowledges and understands its accountability. We have made the appropriate improvements to ensure the new H&S legislation is well managed and that the Trust meets the required reporting, monitoring and reviewing of H&S objectives. We have regular conversations with relevant WCC officers in regard to H&S activities to ensure WZT and WCC are aligned in our approach.

The renewals budget allows us to maintain a resilient asset for the city. **Future CAPEX investment** will ensure the Zoo continues to meet expected zoo standards of animal care, visitor experience and staff welfare. **The Asset Management Plan will capture the required maintenance and renewals programme for the Zoo's built assets.**

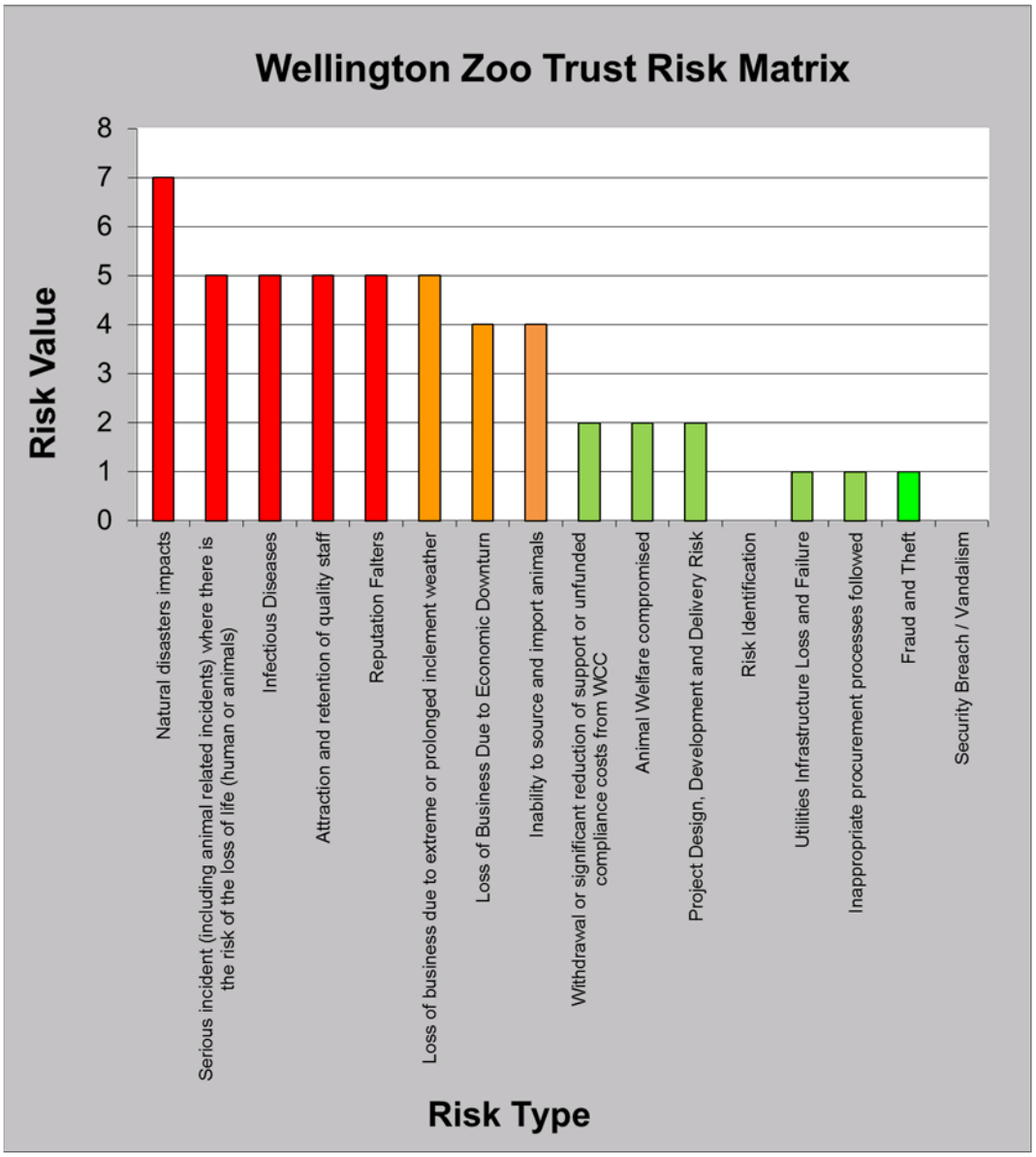
The Trust commits to raising 25% of the cost of any new CAPEX investment. This percentage is included in the gross costs of the table below.

Proposed New Capital Projects	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	TOTAL
Snow Leopards Snow Leopards are endangered in the wild, with a population of less than 7,000 thought to exist in their mountainous range state. International research shows that big cats are the biggest draw card for visitors attending zoos. As the only zoo in New Zealand with Snow Leopards, we would be part of the international commitment to protect this species via home range conservation action. The preliminary design is complete for this project. This project has been prioritised by WZT for some years now.		300,000	1,600,00	1,600,000							$3.5m **Included in the LTP**
Savannah Survival (Cheetah and Lions) The current cheetah and lion habitats and dens are old. Cheetah are an iconic species for Wellington Zoo and we support Cheetah Outreach in South Africa as part of our suite of range state conservation programmes. Cheetah also a major factor in our Close Encounters which provide a more in depth learning opportunity for visitors. We would also like to be able to have both male and female lions on display together which we cannot with the current arrangement. These iconic cats need better housing and viewing arrangements. As part of the Africa precinct visitor engagement strategy we believe eco built overnight stay options in this area would be successful.							333,333	2,666,667	2,000,000		$5m **Included in the LTP**
Welcome Plaza This area of the Zoo is currently unsuitable for growth in visitor numbers. It is confusing and congested for staff and visitors with many functional activities taking place in a small space. Admissions, retail, catering and visitor amenities all compete for space and visitor flow. On busy days the space is so crowded that long queues form outside the Zoo. The auditors have mentioned the confusion in this area for the past three years as part of their audit process. The design will include a new learning/discovery space as well as admissions, retail, cafe and new staff offices.											$5.5m **Not included in LTP**
Archibald Centre - multi use visitor space The Archibald Centre is an old multi use building which will need replacing in the next ten to fifteen years. This venue is used for corporate hire, functions and meetings. It is a critical part of our revenue growth and will need to meet acceptable standards. This building was built in the 1960s and while it is acceptable it is not a space that suits modern venue hire expectations. As the Zoo strives to reduce the burden on the ratepayer having a suitable venues assist us with much needed revenue.											$2m **Not included in LTP**

Risk Analysis & Mitigation Plan for Wellington Zoo Trust

Risk Identification	Probability	Impact	Risk Value	Risk Mitigation	Accountability	Responsibility
Natural disasters impacts	0	7	7	Business Continuity Plan, Emergency Management Plans. All documents reviewed annually. Regular practice drills carried out. Once emergency is over then a tactical marketing and communications plan will be implemented.	CE & Board	Board, SMT and GMAS
Serious incident (including animal related incidents) where there is the risk of the loss of life (human or animals)	-2	7	5	Emergency Management Plans, Health & Safety Management System reviewed annually. Regular practice drills carried out. Monitored Fire Alarms in all people occupied buildings and where possible in animal housing depending on risk. Building WOFs. Annual MPI audit and Containment Standards maintained. Inductions (staff and contractors), Monitor competency of staff and contractors.	CE & Board	Board, SMT and GMAS
Infectious Diseases	-1	6	5	Health & Safety Management Plan, EPA/MPI policies, Infectious Diseases Policy, veterinary protocols and pre-import screenings.	CE & Board	Board GMAC&S
Attraction and retention of quality staff	-1	6	5	Recruitment and induction processes. Learning and Development strategy. Career progression initiatives. Remuneration Policy. Engagement through shared values.	CE & Board	Board CFO
Reputation Falters	-1	6	5	Communications protocols to communicate with key stakeholders, media and community in event of reputational risk. Strong relationship management with partners and stakeholders e.g. DOC, MPI, WCC. Mitigations in place to avoid this happening include: Animal Welfare Accreditation, Euthanasia Policy, Code of Conduct, Media Relations Policy, Use of Electronic Media Policy, Disciplinary Policy, H&S Policy.	CE & Board	Board, SMT and GMAS
Loss of business due to extreme or prolonged inclement weather	0	5	5	In the event of an extreme weather event that results in a prolonged impact on our business, tactical marketing and pricing will be put into effect. Aspects of the planned recovery from such an extreme one off event are also covered in the Business Continuity Plan. Review budgets, reduce spending. and investigate new revenue raising initiatives.	CE & Board	Board GMBP GMCE
Loss of Business Due to Economic Downturn	-1	5	4	As part of the annual planning process the economic climate is evaluated and reviewed. In the event of an unexpected sharp economic downturn tactical marketing and pricing will be put into effect and tempered by prudent financial management.	CE & Board	CE Board
Inability to source and import animals	-1	5	4	Zoo Species Plan that is continually updated, Animal Science Manager position that is responsible for sourcing animals, ZAA and WAZA members and have relationships with other zoos around the world to source animals through programmes such as ASMP.	CE & Board	Board GMAC&S

Risk Identification	Probability	Impact	Risk Value	Risk Mitigation	Accountability	Responsibility
Withdrawal or significant reduction of support or unfunded compliance costs from WCC	-2	4	2	Statement of Intent, Contract for Services, relationship plans where appropriate and regular meetings with key contacts at WCC such as The Mayor, Deputy Mayor, Portfolio leaders, Councillors, Chief Executive and ELT, presentations at relevant Committee meetings, inclusion of WCC partners at all events, regular reporting on Zoo based activities, relationships developed between relevant officers across WCC and related Zoo portfolios managers	CE & Board	CE Board
Animal Welfare compromised	-3	5	2	Through ZAA Accreditation the Zoo's animal's welfare state is evaluated. Husbandry Manuals which are regularly reviewed and updated ensure that all animal needs are met. Staff attending national and international conferences as part of development policies ensure their knowledge stays current. Governed by WZT Animal Welfare Committee	CE & Board	Board GMAC&S
Project Design, Development and Delivery Risk	-3	5	2	Project Management Process as agreed with the Board, following procurement processes for engaging Consultants and Contractors, regular progress meetings to maintain projects on time and within budget, regular reporting the Board on capital and renewals projects	CE & Board	Board GMAS
Utilities Infrastructure Loss and Failure	-2	3	1	Business Continuity Plan, WCC Business Continuity Plan. Minor Works programme ensure maintenance up to date. Connection to WCC systems where appropriate to utilise WCC backup systems.	CE & Board	Board GMAS GMAC&S
Inappropriate procurement processes followed	-3	4	1	Delegations Policy, Register of Interests, delegations for approvals, Board approval process for capital procurement and WCC signoff for Capital Procurement for major capital projects	CE & Board	Board CFO
Fraud and Theft	-2	3	1	CCTV at front entrance which is monitored weekly by SMT members and also monitored by Sales and Services Manager, Code of Conduct. Financial management procedures. Daily banking checks by Corporate Services Manager with written procedures for following up variances. Annual audit by Audit NZ. Pre-employment Criminal checks.	CE & Board	Board GMBP/CFO
Security Breach / Vandalism	-3	3	0	CCTV System and Security Alarms in all our buildings and where applicable in animal areas, weekly perimeter checks, perimeter electric fence monitored by security company. Maintenance of Perimeter Fence.	CE & Board	Board GMACS


Wellington Zoo Trust Risk Matrix
Risk Value
0
1
2
3
4
5
6
7
8
Natural disasters impacts
Serious incident (including animal related incidents) where there is the risk of the loss of life (human or animals)
Infectious Diseases
Attraction and retention of quality staff
Reputation Falters
Loss of business due to extreme or prolonged inclement weather
Loss of Business Due to Economic Downturn
Inability to source and import animals
Withdrawal or significant reduction of support or unfunded compliance costs from WCC
Animal Welfare compromised
Project Design, Development and Delivery Risk
Risk Identification
Utilities Infrastructure Loss and Failure
Inappropriate procurement processes followed
Fraud and Theft
Security Breach / Vandalism
Risk Type

Risk Analysis Scale

Score	Probability that the Event will Occur
1	Almost Certain and / or could occur frequently
0	Very likely to occur and / or could occur more than once
-1	Moderately likely to occur and / or could occur at least once
-2	Unlikely to occur and / or might occur once
-3	Very unlikely to occur

Score	Level of Impact of the Event Occurring
7	Catastrophic Damage value greater than 50% of the project value, or Major delay to the project completion, or Major impact on this and other business opportunities
6	Very High Impact Damage value about 20% - 50% of the project value, or Significant delay to project completion, or Significant impact on this and other business opportunities
5	Major Damage value about 5% - 20% of the project value, or Project completion affected, or Some impact on this or other business opportunities
4	Minor Damage value less than 5% of the project value, or Project completion not impacted (although a phase of the project may be), or This business opportunity could be impacted
3	Negligible Damage value covered by contingency, any delays barely noticeable and client unaffected
2	Minimal

These two scores are added together to give a "Risk Value". This will be in the range zero to eight.

All risks with a Risk Value of 5 - 8 must have a mitigation plan developed and agreed with the Board.

All risks with a Risk Value of 3 or 4 shall have a mitigation plan so they can be managed by SMT.

All risks with a Risk Value of 0 - 2 can just be recorded and accepted as such until such time as they produce a higher score.

Any risk that has a Probability Value of one (1) or an Impact Value of five (5) or more must still have a mitigation plan even if the overall Risk Value is less than five.

7. ADDITIONAL INFORMATION

a) Response to other specific Letter of Expectation matters (if applicable)

Not Applicable.

b) Ratio of shareholders' funds to total assets

Please refer to the Balance Sheet included and Accounting Policies.

c) Estimate of amount intended for distribution

Wellington Zoo Trust does not make a distribution to the Settlor.

d) Acquisition procedures

The Trustees currently have no intention of subscribing for, purchasing or otherwise acquiring shares in any other company or other organisation.

e) Activities for which the Board seeks compensation from a local authority

The Board acknowledges the **$3,319,611 for 2018-19 operational funding in the Long Term Plan.**

The Board acknowledges the **$849,779 included currently in the Long Term Plan for** Zoo Asset renewals for 2018-19. However, we note that in the full cost of the Zoo measure calculated by WCC, depreciation for the Zoo asset is running at $1.5m pa. This is considerably more than the renewals funding we receive. We have been discussing this issue with Officers during 2017-18 in time for LTP decisions. We believe that an uplift in renewals would enable the Trust to better maintain the Zoo asset and would reduce the need for large capital investment in the coming 20 years (excluding the projects already indicated).

f) Estimate of commercial value of shareholders investment

Not Applicable.

g) Other matters (if applicable) eg water supply services LGA requirements

Not Applicable.

h) Supplementary information the entity wishes to include

Not Applicable.

8. ACCOUNTING POLICIES

Reporting Entity

The Wellington Zoo Trust (the Trust) is a charitable trust registered under the Charitable Trusts Act 1957 domiciled in New Zealand and is also a council-controlled organisation as defined under Section 6, Part 1 of the Local Government Act 2002, by virtue of the Council's right to appoint the Board of Trustees. The Trust was established on 1 July 2003 by the Wellington City Council.

The financial statements have been prepared in accordance with the requirements of the Charitable Trusts Act 1957 and section 69 of the Local Government Act 2002.

The Trust is reliant on the Wellington City Council (the Council) for the majority of its income and operates under a Contract for Services with the Council. The Contract for Services was negotiated for a period of five years to 30 June 2021. Ongoing funding for the Trust has been approved in the 2015/2025 Long Term Plan.

The primary objective of the Trust is to manage, administer, plan, develop, maintain, operate and promote the Wellington Zoo for the benefits of the inhabitants of Wellington and as an attraction to visitors to Wellington, not to make a financial return. Accordingly, the Trust has designated itself as a public benefit entity for the purposes of New Zealand PBE IPSAS.

Under this framework, the Trust is eligible to apply the reduced disclosure regime (Tier 2 entity) of the Public Benefit Entity Accounting Standards.

The reporting period for these financial statements is for the year ended 30 June 2017. The financial statements were authorised for issue by the Board of Trustees on 21 August 2017.

Statement of Compliance

The financial statements have been prepared in accordance with generally accepted New Zealand accounting practice. They comply with New Zealand equivalents to PBE IPSAS and other applicable Financial Reporting Standards, as appropriate for Tier 2 public benefit entities.

Measurement Base

The measurement base applied is historical cost. The accrual basis of accounting has been used.

Functional and Presentation Currency

These financial statements are presented in New Zealand dollars rounded to the nearest thousand, unless otherwise stated. As a result of rounding there may be slight discrepancies in subtotals.

Significant Accounting Policies

Critical Accounting estimates and assumptions

In preparing these financial statements, the Trust has made estimates and assumptions concerning the future. The Trust has assessed the financial records and there are no significant critical accounting estimates. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Grants

Grants received from the Wellington City Council are the primary source of funding to the Trust and are restricted for the purposes of the Trust meeting its objectives as specified in the Trust Deed. The Trust also receives other assistance for specific purposes, and these grants usually contain restrictions on their use.

Grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if the conditions of the grant are not met. If there is such an obligation the grants are initially recorded as grants received in advance, and recognised as revenue when the conditions of the grant are satisfied.

Revenue

Revenue comprises revenue from operating activities, investment revenue, grants and donations and other revenue and is measured at the fair value of consideration received or receivable.

Revenue may be derived from either exchange or non-exchange transactions.

Most of the services that the Trust provides for a fee are subsidised by grants therefore do not constitute an approximately equal exchange. Accordingly most of the Trust's revenue is categorised as non-exchange.

Donated, subsidised or vested assets

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as revenue. Such revenue is recognised when control over the asset is obtained.

Interest

Interest revenue is recognised using the effective interest rate method.

Volunteer Services Recognition

The Trust benefits from the service of dedicated volunteers in the delivery of its activities. Due to the difficulty in determining the value of these donated services with sufficient reliability, donated services are not recognised in these financial statements.

Taxation

The Trust is registered as a Charitable Trust and is exempt from income tax under the Income Tax Act 2007. The Trust is not exempt from indirect tax legislation such as Goods and Services Tax and accordingly is required to comply with these regulations.

Goods and Services Tax (GST)

All items in the financial statements are exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

Debtors and other receivables

Debtor and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of less than three months.

Investments

Term deposits are initially measured at the amount invested.

Creditors and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Inventory

Inventories are recorded at the lower of cost (determined on a first-in first-out basis) or net realisable value. This valuation includes allowances for slow moving and obsolete stock. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

Property, Plant and Equipment

Recognition

Property, plant and equipment consist primarily of operational assets. Expenditure is capitalised when it creates a new asset or increases the economic benefits over the total life of an existing asset. Costs that do not meet criteria for capitalisation are expensed.

The Trust also manages the construction and development of buildings, structures and enclosures on behalf of the Council. These assets are not recorded in the Trust's financial statements as ownership vests in the Council.

Measurement

Property, plant and equipment are valued at historical cost less accumulated depreciation and impairment losses. The initial cost of property, plant and equipment includes the purchase consideration, and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential is capitalised.

Impairment

The carrying amounts of property, plant and equipment are reviewed at least annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use.

Disposal

Realised gains and losses arising from the disposal of property, plant and equipment are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs.

Depreciation

Depreciation is provided on all assets owned by the Trust excluding assets under construction (work in progress). Depreciation is calculated on a straight line basis, to allocate the cost or value of the asset (less any residual value) over its useful life. The estimated useful lives of the assets are as follows:

Plant, Furniture and Equipment

Shade Sail	10 years
Hospital Equipment	10 years
Living Room Furniture	15 years

Work in Progress

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed and then depreciated.

Employee Benefits

A provision for employee benefits (holiday leave, long service leave, and retirement gratuities) is recognised as a liability when benefits are earned but not paid. The Trust recognises a liability and an expense for a one off payment where contractually obliged or where there is a past practice that has created a constructive obligation.

Short Term Employee Benefits

Holiday leave (annual leave, long service leave qualified for and time off in lieu) is calculated on an actual entitlement basis at the greater of the average or current hourly earnings in accordance with sections 16(2) & 16(4) of the Holidays Act 2003.

Long service leave (not yet qualified for) and retirement gratuities have been calculated on an actuarial basis based on the likely future entitlements accruing to staff, after taking into account years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and other contractual entitlements information. The present value of the estimated future cash flows has been calculated using an inflation factor and a discount rate. The inflation rate used is the annual Consumer Price Index to 31 March prior to year-end.

Other Contractual Entitlements

Other contractual entitlements include termination benefits. Termination benefits are recognised in the Statement of Financial Performance only when there is a demonstrable commitment to either terminate employment prior to normal retirement date or to provide such benefits as a result of an offer to encourage voluntary redundancy. Termination benefits settled within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash outflows.

Provisions

The Trust recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are not recognised for future operating losses. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance cost.

Other Liabilities and Provisions

Other liabilities and provisions are recorded at the best estimate of the expenditure required to settle the obligation.

Contingent Assets and Liabilities

Contingent liabilities and contingent assets are disclosed in the notes to the financial statements. Contingent liabilities are disclosed if the possibility that they will crystallise is not remote. Contingent assets are disclosed if it is probable that the benefits will be realised.

Animal Collection

In accordance with customary practice among Zoological organisations, animals are not recorded as there is no objective basis for establishing value. Additionally, animals have numerous attributes, including species, age, sex, relationship and value to other animals, endangered status and breeding potential whereby it is impracticable to assign value. Expenditure related to animal acquisitions is expensed in the period of acquisition.

Equity

Equity is the residual interest in the Trust and is measured as the difference between total assets and total liabilities. The components of equity are accumulated surpluses and deficits and restricted funds (special funds, trusts and bequests).

Restricted funds are those reserves that are subject to specific conditions of use whether under statute or accepted as binding by the Trust because of the specific reason for which the funds were provided.

Transfers from these reserves may be made only for specified purposes or when certain specified conditions are met.

Statement of Cash Flows

The statement of cash flows is prepared using the direct approach. Operating activities include cash received from all revenue sources of the Trust and record the cash payments made for the supply of goods and services. Investing activities relate to the acquisition and disposal of assets. Financing activities relate to transactions that change the equity and debt capital structure of the Trust.

Related Parties

Related parties arise where one entity has the ability to affect the financial and operating policies of another through the presence of control or significant influence. Related parties include Wellington City Council, key management personnel and the governing body (Trust Board).

Trustees' remuneration is any money, consideration or benefit received receivable or otherwise made available, directly or indirectly, to a trustee during the reporting period. The disclosures for the Trust include the remuneration of the Trustee board as they occupy the position of a member of the governing body of the Trust.

Changes to Accounting Policies

There have been no changes in accounting policies this year.

9. FORECAST FINANCIAL STATEMENTS

Estimate 30-Jun-18	CCO: Wellington Zoo Trust Business Plan 2018/19 $NZ000's	Qtr to 30-Sep-18	Qtr to 31-Dec-18	Qtr to 31-Mar-19	Qtr to 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Revenue							
3597	Trading Income	713	1168	1026	835	3,741	3,805	3881
3240	WCC Grants	830	830	830	830	3,320	3,406	3494
82	Other Grants	21	21	21	21	84	84	84
210	Sponsorships and Donations-Operational	56	56	56	56	225	230	250
506	Sponsorships and Donations-Capital	0	0	0	0	0	0	0
58	Investment Income	8	8	8	8	30	30	30
126	Other Income	32	32	32	32	127	130	130
7,819	**Total Revenue**	1,660	2,114	1,972	1,781	7,527	7,685	7,869
	Expenditure							
4512	Employee Costs	1,339	1,339	1,339	1,339	5,355	5,453	5,560
2789	Other Operating Expenses	536	562	523	541	2,163	2,230	2,309
12	Depreciation	2	2	2	2	9	2	0
0	Interest	0	0	0	0	0	0	0
0	Vested Assets	0	0	0	0	0	0	0
7,313	**Total Expenditure**	1,877	1,903	1,864	1,882	7,527	7,685	7,869
506	**Net Surplus/(Deficit) before Taxation**	(217)	211	108	(101)	0	(0)	(0)
0	Taxation Expense	0	0	0	0	0	0	0
0	Operating Surplus (Deficit)	(217)	211	108	(101)	0	(0)	(0)
506	**Net Surplus/(Deficit)**	(217)	211	108	(101)	0	(0)	(0)
0.0%	**Operating Margin**	-13.1%	10.0%	5.5%	-5.7%	0.0%	0.0%	0.0%

Estimate 30-Jun-18	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-18	As at 31-Dec-18	As at 31-Mar-19	As at 30-Jun-19		As at 30-Jun-20	As at 30-Jun-21
	Shareholder/Trust Funds							
0	Share Capital/Settled Funds	0	0	0	0		0	0
0	Revaluation Reserves	0	0	0	0		0	0
1854	Restricted Funds	1,854	1,854	1,854	1,354		1,354	1,354
342	Retained Earnings	125	335	443	342		342	341
2,196	**Total Shareholder/Trust Funds**	1,979	2,189	2,297	1,696		1,696	1,695
	Current Assets							
2890	Cash and Bank	3,486	2,869	3,791	2,362		2,362	2,381
30	Accounts Receivable	30	30	30	30		30	60
130	Other Current Assets	100	100	100	100		100	60
3,050	**Total Current Assets**	3,616	2,999	3,921	2,492		2,492	2,501
	Investments							
0	Deposits on Call	0	0	0	0		0	0
0	Other Investments	0	0	0	0		0	0
0	**Total Investments**	0	0	0	0		0	0
	Non-Current Assets							
11	Fixed Assets	9	7	4	2		0	0
0	Other Non-current Assets	0	0	0	0		0	0
11	**Total Non-current Assets**	9	7	4	2		0	0
3,061	**Total Assets**	3,625	3,005	3,925	2,494		2,492	2,501
	Current Liabilities							
400	Accounts Payable and Accruals	400	401	401	402		396	406
0	Provisions	0	0	0	0		0	0
465	Other Current Liabilities	1,246	415	1,227	396		400	400
865	**Total Current Liabilities**	1,646	816	1,628	798		796	806
	Non-Current Liabilities							
0	Loans - WCC	0	0	0	0		0	0
0	Loans - Other	0	0	0	0		0	0
0	Other Non-Current Liabilities	0	0	0	0		0	0
0	**Total Non-Current Liabilities**	0	0	0	0		0	0
2,196	**Net Assets**	1,979	2,189	2,297	1,696		1,696	1,695
3.5	**Current Ratio**	2.2	3.7	2	3.1		3	3.1
71.7%	**Equity Ratio**	54.6%	72.8%	58.5%	68.0%		68.0%	67.8%

Estimate 30-Jun-18	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-18	Qtr to 31-Dec-18	Qtr to 31-Mar-19	Qtr to 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Cash provided from:							
3597	Trading Receipts	713	1,168	1,026	835	3,741	3,805	3,881
3240	WCC Grants	1641	0	1642	0	3,283	3,406	3,494
82	Other Grants	21	21	21	21	84	82	82
716	Sponsorships and Donations	56	56	56	56	225	230	250
58	Investment Income	8	8	8	8	30	30	30
126	Other Income	32	32	32	32	127	130	130
7,819		2,471	1,284	2,784	951	7,490	7,683	7,867
	Cash applied to:							
4512	Payments to Employees	1,339	1,339	1,339	1,339	5,355	5,453	5,560
2789	Payments to Suppliers	536	562	523	541	2,163	2,230	2,287
0	Net GST Cashflow	0	0	0	0	0	0	0
0	Other Operating Costs (VESTING)	0	0	0	0	0	0	0
0	Interest Paid	0	0	0	0	0	0	0
7,301		1,875	1,901	1,862	1,880	7,518	7,683	7,847
518	**Total Operating Cash Flow**	596	(617)	922	(929)	(28)	(0)	20
	Investing Cash Flow							
	Cash provided from:							
0	Sale of Fixed Assets	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
	Cash applied to:							
0	Purchase of Fixed Assets	0	0	0	0	0	0	0
0	Other -vesting Cash for Capital Projects	0	0	0	500	500	0	0
0		0	0	0	500	500	0	0
0	**Total Investing Cash Flow**	0	0	0	(500)	(500)	0	0

Estimate 30-Jun-18	STATEMENT OF CASH FLOWS (CONT)	Qtr to 30-Sep-18	Qtr to 31-Dec-18	Qtr to 31-Mar-19	Qtr to 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
	Financing Cash Flow							
	Cash provided from:							
0	Drawdown of Loans	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
	Cash applied to:							
0	Repayment of Loans	0	0	0	0	0	0	0
0	Other	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
0	**Total Financing Cash Flow**	0	0	0	0	0	0	0
518	**Net Increase/(Decrease) in Cash Held**	596	(617)	922	(1,429)	(528)	(0)	20
2372	**Opening Cash Equivalents**	2,890	3,486	2,869	3,791	2,890	2,362	2,362
2,890	**Closing Cash Equivalents**	3,486	2,869	3,791	2,362	2,362	2,362	2,381

Estimate 30-Jun-18	CASH FLOW RECONCILIATION	Qtr to 30-Sep-18	Qtr to 31-Dec-18	Qtr to 31-Mar-19	Qtr to 30-Jun-19	Total YE 30-Jun-19	Total YE 30-Jun-20	Total YE 30-Jun-21
506	**Operating Surplus/(Deficit) for the Year**	(217)	211	108	(101)	0	(0)	(0)
	Add Non Cash Items							
12	Depreciation	2	2	2	2	9	2	0
0	Other (Gifted Hospital Assets)	0	0		0	0	0	0
518		(215)	213	110	(99)	9	2	(0)
	Movements in Working Capital							
50	(Increase)/Decrease in Receivables	0	0	0	0	0	0	(30)
0	(Increase)/Decrease in Other Current Assets	30	0	0	0	30	0	40
(500)	Increase/(Decrease) in Accounts Payable	0	1	0	0	1	(6)	10
450	Increase/(Decrease) in Other Current Liabilities	781	(831)	812	(830)	(68)	4	0
0		811	(830)	812	(830)	(37)	(2)	20
	Net Gain/(Loss) on Sale:							
0	Fixed Assets	0	0	0	0	0	0	0
0	Investments	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
518	**Net Cash Flow from Operations**	596	(617)	922	(929)	(28)	(0)	20

Craig Ellison
Board Chair, Wellington Zoo Trust

RESERVES NAMING - POLISH CHILDREN SQUARE AND TERAWHITI WILF GLOVER ARTIFICAL TURF

Purpose

1. This report seeks the Committee's agreement to recommend to Council the proposed naming of:
    - 'Polish Children – Polskie Dzieci (pronounced 'Polski Jaychi') Square', and
    - 'Terawhiti Wilf Glover Artificial Turf'.

Summary

2. There has been a request from the Polish Ambassador to New Zealand to mark a location near where Polish children went to school after being displaced during the Second World War. The location is between the Greek Memorial (near the Vivian St intersection) and the Basin Reserve (**Attachment 1** refers).
3. A plaque will be laid at the location to commemorate 100 years of Poland's independence and the friendship between Poland and New Zealand. A small area on the island between Cambridge and Kent Terrace is proposed to be named the 'Polish Children – Polskie Dzieci Square' and this is to be recognised by laying a plaque (refer **Attachment 2** for the plaque wording).
4. Waterside Karori Football Club has proposed naming the newly established artificial turf at Karori Park, 'Wilf Glover Terawhiti Artificial Turf', in recognition of the contribution Wilf Glover has made to the Karori community through football (refer **Attachment 3** for the turf location).
5. The name 'Terawhiti Wilf Glover Artificial Turf' better aligns with the Open Space Naming Policy (**Attachment 4** refers).
6. Karori Park will continue to be known as Karori Park.

Recommendation/s

That the City Strategy Committee:

1. Receives the information.
2. Recommends to Council that it agrees that a small area commemorating Polish Children (Polskie Dzieci), known as Canal Reserve, located at 19A Cambridge Terrace, Te Aro, comprised of Section 2 SO18330 (being Town Belt – Open Space A), be named as "Polish Children – Polskie Dzieci Square".
3. Notes that a plaque will be laid into the grass area to acknowledge this name.
4. Recommends to Council that it agrees that the artificial turf at Karori Park comprised with Part Section 41 Karori (1.43 hectares), set aside for the purpose of Recreation Reserves and zoned Open Space A, be named "Terawhiti Wilf Glover Artificial Turf'.

Background

7. Councils' Open Space Naming Policy (the Policy) was adopted in 2001 and guides the way Council determines names for open spaces (**Attachment 4** refers).

8. Under the Policy, when a new or unnamed open space needs to be officially named, the Council will, in the first instance, discuss with mana whenua whether the site is of significance to them. If it is, an appropriate name will be determined in conjunction with mana whenua.
9. If the open space holds little or no significance for mana whenua, or if mana whenua wish to consider the possibility of joint Maori-European naming, then the policy provides a process for recommending an appropriate name for consideration.
10. The Policy's decision making framework requires officers to:
    a. Determine if there are names in common usage.
    b. Determine if any names have already been suggested.
    c. Seek additional suggestions through targeted consultation, having regard to Council's Consultation Policy, with:
        I. Local historians
        II. Local community groups
        III. Community boards in their respective areas
        IV. Developers where appropriate
11. The suggested names are then considered against the Policy's style guide and ranked against the weighted selection criteria.
12. All names require formal approval by resolution of Council. Once Council has approved a name, appropriate signage will be implemented to identify the open space.

Polish Children – Polskie Dzieci Square

13. The Embassy of Poland and the Polish Community in New Zealand wish to mark the centenary of Poland's re-independents and the friendship and partnership with New Zealand.
14. The Ambassador wishes to mark this occasion by placing a plaque, near the location of Old St Patrick's College where some Polish children went after being displaced during the Second World War. This site is on an island between the Greek Memorial (near the Vivian St intersection) and the Basin Reserve.
15. The small area is proposed to be named "Polish Children – Polskie Dzieci Square" in acknowledgement of these events.
16. The plaque will be laid and unveil at the proposed location in August 2018 to commemorate the above event.

Terawhiti Wilf Glover Artificial Turf

17. The Terawhiti Bowling Club (established in 1920 and originally known as the Karori Bowling Club) took its name from Cape Terawhiti – the westernmost part of Wellington City.
18. Various translations are given to Terawhiti, including "near to the sunrise", "disturbed crossing", or "to encircle".
19. Waterside Karori AFC consider it would be appropriate to recognise Wilf Glover in the name of this open space due the contribution he has made to the local community.
20. Wilf was associated with the Swifts Football Club (which merged with the Columbus Waterside Club in 1987 to form Waterside Karori AFC).

21. He was instrumental in organising young members to play football in Karori. He was a player, junior and senior coach and member of the Committee. Wilf coached New Zealand age-grade representatives and players who achieved international status.

22. For the Wellington Football Association, Wilf was pivotal in establishing female football in Wellington.

Discussion

Polish Children – Polskie Dzieci Square

23. The Mayor's Office has consulted the following groups on the proposed name 'Polish Children – Polskie Dzieci Square':

    - Mana Whenua
    - Friends of the Town Belt
    - Mt Victoria Residents Association

24. The Tira Poutama – Iwi Relations team has talked to Mana Whenua about the place naming and plaque. They are supportive.

25. Friends of the Town Belt (FTB) have been consulted and are comfortable with the proposal.

26. Mt Victoria Residents Association has been engaged. They have come back with a few minor questions that have been answered. Council will meet with them to address any concerns. They were pleased to be kept informed.

27. The piece of land proposed to be named 'Polish Children – Polskie Dzieci Square' is a small area on the island between Cambridge and Kent Terrace. It is part of the Wellington Town Belt, and also known as 'Canal Reserve'.

28. Further along from this site is the Greek Memorial, and further north sits the statue of Queen Victoria.

29. The plaque is considered to be consistent with other monuments in the area.

30. When assessing the name against the Open Space Naming Policy, it fits. Refer **Table 1** below for an assessment against the Weighted Selected Criterion.

Table 1: Weighted Selected Criterion

Criterion	Weighting	*'Polish Children – Polskie Dzieci Square'*
Location usage	High 3	X
Historic person or event*	Medium 2	2
Significant feature	Medium 2	X
Personal name (surname) for special service*	Low 1	X
Descriptive name	Low 1	X
Associated name	High 3	X
Published name in any work	Low 1	X
Cultural significance	High 3	3
Adjacent street/suburb	Low 1	X
Score		**5**

*Note that for each of these criteria there may be more than one name suggested. If so

the officer responsible will need to make an assessment on the relative merits of each name under the same criterion with regard to the following:

- Extent of local knowledge about the person or event
- Contribution to area of interest

Terawhiti Wilf Glover Artificial Turf

31. Officers have consulted the following groups on the proposed name 'Wilf Glover Terawhiti Artificial Turf'.
    - Mana Whenua
    - Karori Residents Association
    - Ex-members of the former Terawhiti Bowling Club
32. The Port Nicholson Block Settlement Trust and Ngati Toa neither support nor oppose the proposed name. Both entities are neutral.
33. The Karori Residents Association supports the inclusion of Wilf Glover into the name.
34. Ex-members of the old Terawhiti Bowling Club are keen to see 'Terawhiti' name retained and support the name change.
35. To date, the land has been commonly known as the Terawhiti Bowling Club. This club closed in 2013.
36. The area is currently known as Terawhiti Artificial Turf, but this is not the official name as it has not been through the Committee process.
37. The city already has a Glover Park (celebrating the contribution of poet Denis Glover – no relation) and there is already a commemorative seat at Karori Park for Wilf Glover.
38. When assessing the name against the Open Space Naming Policy it fits, however it doesn't score high on the Weighted Selection Criteria (see **Table 2** below) when assessed against 'Terawhiti' – the name of the former bowling club and the current default name (not official).
39. The selection criterion is used to determine relative merits of any suggested names. All names are compared using the criteria which have been weighted to reflect relative importance (**Table 2** refers). The names will then be ranked in order of merit with the highest scored name highest ranked. An 'X' denotes not meeting the individual criteria.

Table 2: Weighted Selected Criterion

Criterion	Weighting	*'Terawhiti'*	*'Wilf Glover'*
Location usage	High 3	3	X
Historic person or event*	Medium 2	X	2
Significant feature	Medium 2	X	X
Personal name (surname) for special service*	Low 1	X	1
Descriptive name	Low 1	X	X
Associated name	High 3	3	X
Published name in any work	Low 1	X	X
Cultural significance	High 3	X	X
Adjacent street/suburb	Low 1	1	X
Score		**7**	**3**

*Note that for each of these criteria there may be more than one name suggested. If so the officer responsible will need to make an assessment on the relative merits of each name under the same criterion with regard to the following:
- Extent of local knowledge about the person or event
- Contribution to area of interest

40. In light of the name 'Terawhiti' scoring higher then 'Wilf Glover', and because the site is already known locally as 'Terawhiti', it is recommended the name 'Terawhiti Wilf Glover Artificial Turf' is adopted.

Next Actions

41. The proposed naming of the reserves will be referred to Council for approval on 27 June 2018.

42. For 'Polish Children – Polskie Dzieci Square', a plaque will be unveiled on 15 August 2018 – Polish National Day.

43. For 'Terawhiti Wilf Glover Artificial Turf' a sign will be designed and installed at the site.

Attachments

Attachment 1. Polish Children Square location map ⇩ Page 389
Attachment 2. Plaque wording for Polish Children - Polskie Dzieci Square ⇩ Page 391
Attachment 3. Location Map of Terawhiti Wilf Glover Artificial Turf ⇩ Page 393
Attachment 4. Open Space Naming Policy ⇩ Page 394

Author	Joel de Boer, Recreation and Parks Planner
Authoriser	Paul Andrews, Manager Parks, Sport and Recreation Barbara McKerrow, Chief Operating Officer

SUPPORTING INFORMATION

Engagement and Consultation

Polish Children – Polskie Dzieci Square – Friends of the Town Belt support the place name. Mount Victoria Residents Association are being consulted and have not opposed the name.

Terawhiti Wilf Glover Artificial Turf – Waterside Karori AFC requested the name "Wilf Glover Terawhiti Artificial Turf". Both ex-Terawhiti Bowling Clubs members and Karori Residents Association have been consulted.

Treaty of Waitangi considerations

Polish Children – Polskie Dzieci Square – Mana Whenua supports the place name.

Terawhiti Wilf Glover Artificial Turf – The Port Nicholson Block Settlement Trust and Ngati Toa neither support or oppose the proposal to name. Both entities are neutral.

Financial implications

None

Policy and legislative implications

The recommended names align the best with the Council's Open Space Naming Policy Kaupapa Whakaingoa Whenua Mahorahora (2001).

Risks / legal

None

Climate Change impact and considerations

None

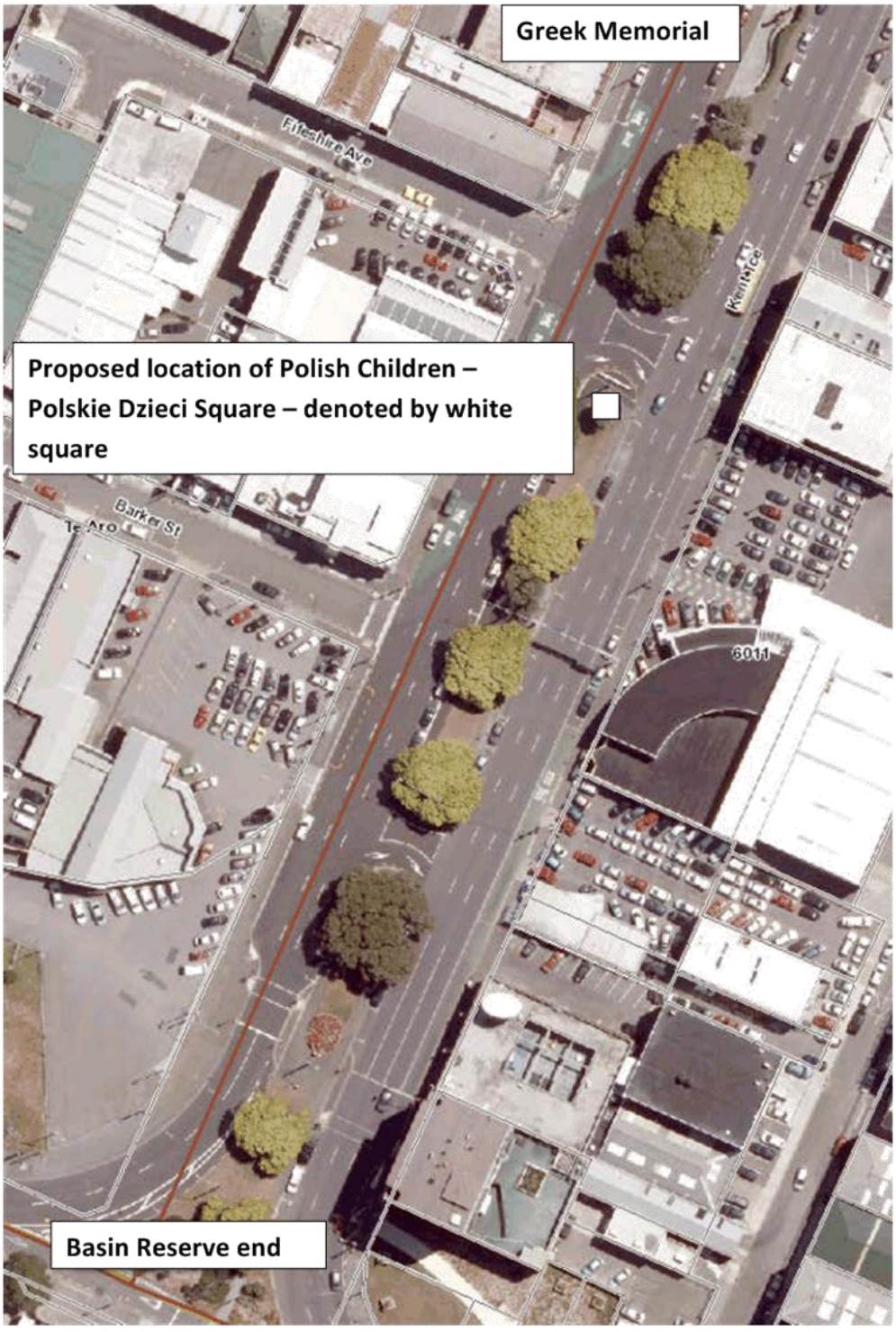
Communications Plan

None

Health and Safety Impact considered

None

Location of "Polish Childern – Polskie Dzieci" Square



"POLISH CHILDREN - POLSKIE DZIECI" SQUARE

This place is named after the Polish Children, known as Polskie Dzieci z Pahiatua, who arrived in Wellington on 1 November 1944 after the Second World War and settled in this country.

To mark the Friendship and Partnership between Poland and New Zealand in the year of the Centenary of Poland's regained independence.



Presented by the Embassy of Poland
and the Polish Community in New Zealand
2018



Location map of Proposed Terawhiti Wilf Glover Artificial Turf – outlined in red



Open Space Naming Policy
Kaupapa Whakaingoa Whenua Māhorahora

ABSOLUTELY POSITIVELY WELLINGTON
Tumeke Pōneke
Wellington City Council

May 2001

CONTENTS

1 INTRODUCTION 4
2 WHAT DOES THIS POLICY AIM TO ACHIEVE? 4
3 WHAT IS THE SCOPE OF THE POLICY? 4
4 HOW WILL THE POLICY WORK? 5
5 SPECIAL CONDITIONS 5
5.1 Gifts 5
5.2 Sponsorship 5
PART A: DECISION MAKING FRAMEWORK 6
PART B: STYLE GUIDE 9
PART C: SELECTION CRITERIA 10

1 INTRODUCTION

Wellington has a number and variety of open spaces which includes parks and reserves, sportsfields and play areas. These open spaces are named to reflect the identity of the city and/or the local area and to ensure ease of identification for Council and the public.

While there are no requirements or other provisions in either the Reserves Act or Local Government Act covering the naming of open spaces, Wellington City Council has had a Parks and Reserves Naming Policy since 1994.

The 1994 policy has been updated by providing a clearer process and by taking into account Council's obligations under the Treaty of Waitangi and the importance of the Memoranda of Understanding with our Treaty partners Wellington Tenths Trust and Te Runanga oToa Rangatira. As the Open Space Strategy (1998) states: "Nowhere is this more important than in the development of open space policy where Maori interests are to maintain and restore the mauri or life essence of the whenua (land), water and air".

The policy contains:

Part A - Decision making framework which entails a number of steps or key stages
Part B - Style guide to ensure consistency in naming
Part C - Selection criteria to establish relative merits of potential open space names (note this section only relates to specific steps within the decision making framework).

2 WHAT DOES THIS POLICY AIM TO ACHIEVE?

The aim of this policy is to provide a clear process for determining appropriate names for new open spaces.

3 WHAT IS THE SCOPE OF THE POLICY?

This policy covers Council owned open space. "Open spaces are generally the outdoor places in the city which have ecological, recreational, landscape or heritage values." (*Capital Spaces: Open Space Strategy for Wellington Te Whanganui-a-tara*, 1998, p8). For the purposes of this policy open space includes parks, reserves, sportsfields, play areas and any other clearly definable open spaces including areas within the Town Belt and Outer Green Belt.

This policy applies to new or un-named[1] open spaces. The policy will not be used to rename already gazetted or Council approved names. Where existing Council owned land is not named, Council will apply this policy and associated framework.

Council usually obtains open space in the following ways:

- Subdivision;
- Purchased by Council;

[1] This includes open spaces with existing names which do not have official recognition

- Transferred from another use, for example from landfill to recreation use;
- Vested in Council by another agency; or
- Gifted to Council.

This policy applies to all the above cases, however special conditions may apply (refer to section 5).

4 HOW WILL THE POLICY WORK?

When a new or unnamed open space has been identified, Council will, in the first instance discuss with iwi whether the site is of significance. If it is, an appropriate name will be determined in conjunction with iwi. Joint naming will also be negotiated with iwi if Council consider this an option.

If the new open space holds little or no significance for iwi or if iwi will consider the possibility of joint naming then the framework provides a process to be able to recommend an appropriate name to Council for consideration.

All names should have formal approval by resolution of the Council. Once approved by Council, the name will remain in perpetuity. Council will not consider renaming already approved names for open spaces. This will ensure that the title is officially recognised and will guard against future debate, criticism and claims for name change.

The trigger for the application of the framework will be when a new open space has been identified or Council receives land through one of the cases listed in section 3.

Once a name has been approved by Council, appropriate signage will be implemented in the open space.

5 SPECIAL CONDITIONS

There are two areas where special conditions may apply.

5.1 Gifts

If the open space has been donated to Council then this policy will apply. However, the name of the donor should be recognised on open space signage and in any written material concerning the open space for example “bequested by ….”.

5.2 Sponsorship

Both sports and facilities can benefit from sponsorship arrangements. Therefore commercial involvement in name association may be encouraged in certain circumstances. If a sponsorship arrangement is entered into which relates to a particular open space the decision making framework will still apply. However the name of the sponsor/s should be recognised on open space signage and in any written material concerning the open space for the period of the sponsorship.

PART A: DECISION MAKING FRAMEWORK

The following process describes the decision making framework outlined in Diagram 1 for the naming of open spaces. This framework is accompanied by a style guide (Part B) and a set of selection criteria (Part C).

Step 1 Iwi Significance

Determine if the open space (or surrounding area) is of significance to iwi.

Under the Memoranda of Understanding with mana whenua, Council will seek input from the Wellington Tenths Trust and Te Runanga o Toa Rangatira Inc on the significance of the specific open space to iwi. Written justification of significance will be required.

Step 2 Maori name identified

Iwi supply relevant Maori name.
Council identifies the potential for joint naming.

If there is no potential for a joint name the Maori name is assessed against the style guide and put forward to Council for their consideration (Step 6).

If Council identifies a specific and relevant joint name, both names are assessed against the style guide and put forward to Council for approval.

If there is no specific joint name identified then step 3 needs to be undertaken.

Step 3 Suggested names (if step 1 does not apply)

Determine if there are names in common usage.
'Common usage' is defined as:
- name used by more than one community of interest (for example community groups, schools, businesses); and
- name referred to in local documentation (for example local newsletters)

Determine if any names have already been suggested.

Seek additional suggestions through targeted consultation, having regard to Council's Consultation Policy, with:
- Local historians
- Local community groups
- Community Boards (Makara/Ohariu and Tawa) in their respective areas
- Developer where appropriate

Step 4 Assessment

Determine the appropriateness of the names suggested in Step 3 against the style guide (Part B).

Develop a preferred name ranking using the selection criteria (Part C).

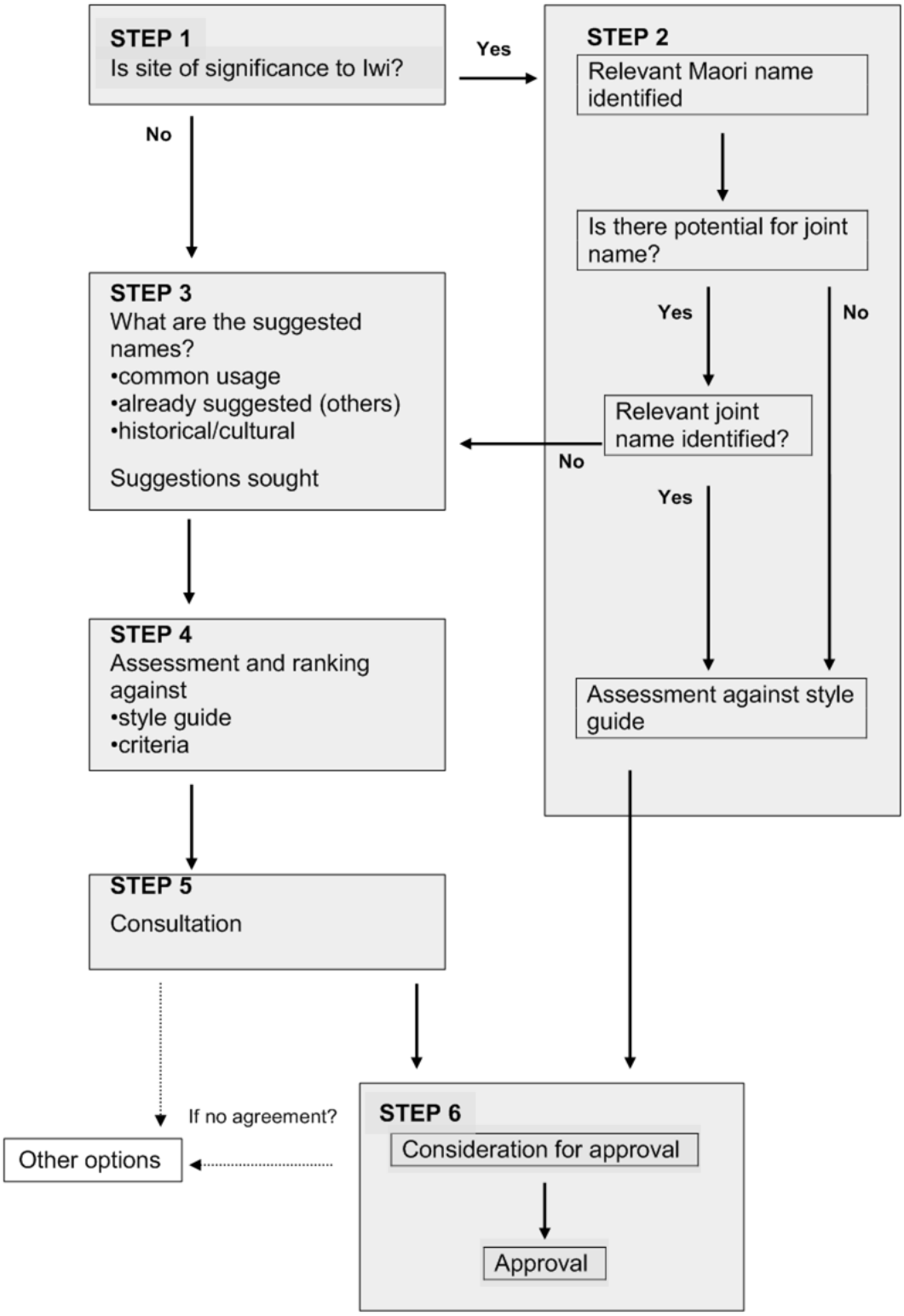
Step 5 Consultation

Consultation will be undertaken using Council's Consultation Policy on the preferred ranked names.

Step 6 Consideration for approval

Following consultation a recommended name will be put to Council for consideration. If there has been no agreement on a preferred name through the consultation process then other options for resolving the issue may need to be developed.

DIAGRAM 1: DECISION MAKING FRAMEWORK



PART B: STYLE GUIDE

The style guide is a list of "rules" that any open space name needs to abide by. Use of the style guide will ensure consistency of naming. Any name suggested under either Step 2 or Step 3 of the framework needs to be assessed against the style guide.

1. Duplication of names should be avoided.

2. Possessive form (for example John Smith's reserve) should be avoided except if it destroys the sound of the name or changes its descriptive application. If used the apostrophe should be dropped.

3. In general hyphens should be avoided. Preferably, the name should be written either as one word or as separate words.

4. Words should be spelt correctly, including the use of diacritical marks such as macrons as appropriate.

5. Names which would be considered in poor taste or likely to cause offence should be not be used.

6. Established geographical names should not be altered unless for reasons such as to avoid confusion, ambiguity or to standardise spelling.

7. Where an incorrect name has become established by local usage the Council may in its discretion retain such incorrect form.

PART C: SELECTION CRITERIA

These criteria will be used to establish the relative merits of any suggested names. All names that are suggested through Step 3 of the framework will be compared using the criteria which has been weighted to reflect relative importance (see Table 1). The names will then be ranked in order of merit with the highest scored name highest ranked.

1. Local Usage
Proof of establishment and the extent of common usage need to be determined at Step 3 of the framework.

2. Historical Person or Event
This can be for example settlers, early notable people or events with local association. Naming after persons living or recently deceased should generally be avoided where the issue is potentially sensitive.

3. Significant geographical feature, landscape, flora or fauna
Naming after minor features should be avoided.

4. Personal name (surname) for special service
This can be for conservation, sport, community service or other sphere of activity with local association which can be duly recognised. Naming after persons living or recently deceased should generally be avoided where the issue is potentially sensitive.

5. Descriptive name
For example Hill Park (as in on a hill). Naming after minor features should be avoided.

6. Associated name
That is a part of an association or grouping of names in a suburb.

7. Published name in any work
The work needs to be authoritative in the opinion of Council. However publishing will not confer establishment.

8. Cultural Significance other than Maori
Significance to be determined through written evidence.

9. Adjacent street or name of suburb

NOTE: Naming of an open space will not preclude naming significant features within it for example a fountain, artwork or memorial.

TABLE 1: WEIGHTED SELECTION CRITERIA

Criterion	Weighting	
1. Local Usage	High	3
2. Historical Person or Event *	Medium	2
3. Significant feature	Medium	2
4. Personal name (surname) for special service *	Low	1
5. Descriptive name	Low	1
6. Associated name	High	3
7. Published name in any work	Low	1
8. Cultural Significance	High	3
9. Adjacent Street/suburb	Low	1
Score		

*Note that for each of these criteria there may be more then one name suggested. If so the officer responsible will need to make an assessment on the relative merits of each name under the same criterion with regard to the following:

- extent of local knowledge about person or event
- contribution to area of interest

GIFTING OF THE BUILDING AT 29 SOUTH MAKARA ROAD ON LOCAL PURPOSE RESERVE (COMMUNITY BUILDINGS) TO THE MAKARA MODEL SCHOOL

Purpose

1. This paper asks the Committee to recommend to Council that it gifts the old school building at 29 South Makara Road (building number 2410) on Local Purpose (Community Buildings) Reserve to the Makara Model School. The School plans to relocate the building down the road to the school site at 399 Makara Road.

Summary

2. Makara Model School have requested that the Council gift them with the old school building located at 29 South Makara Road.
3. Under the Council Delegations Policy, explicit Council approval is required for the gifting of any buildings; therefore this paper asks City Strategy Committee to consider this request and recommend that Council approve the transaction.
4. The building is located in the Makara community, and while it is currently listed as a Council asset, the building carries historic sentiment and value among many community members.
5. The Council leased the land and building to the Wellington Playcentre Association until 2013.
6. Since 2013, the Makara Playgroup, an informal group of parents, has operated from the property without there being a formal agreement in place with the Council.
7. The Council's Parks, Sport and Recreation (PSR) Business Unit have worked with the Playgroup and Makara Community Hall Association since 2013 to formalise the Playgroup's occupation, but both groups were unable to accept the liability of a lease.
8. In May 2018, the local Makara Model School requested the building be gifted to the school as they require more space. The School community will fundraise to pay for moving the building to the school.
9. PSR are the building owners and the current book value is $152,939.54.
10. PSR have no alternative or prospective use for the building and therefore support the gifting of the building to the local school community.
11. A paper has been presented to the Makara/Ohariu Community Board in early June to enable public consultation with the Makara community.

Recommendation/s

That the City Strategy Committee:

1. Receives the information.
2. Recommends to Council that it gifts the old school building at 29 South Makara Road (building number 2410) contained within Local Purpose (Community Buildings) Reserve to the Makara Model School.

3. Notes that, if the transaction is approved, the School will relocate the building to the school site at 399 Makara Road.
4. Notes that approval to gift the building is conditional on:
   a. no objections resulting from the public consultation carried out by the Makara/Ohariu Community Board in June.
   b. the Makara Model School obtaining appropriate consents and funding to remove and relocate the building.

Background

12. The building is situated at 29 South Makara Road, Makara, legally described as Part Section 60, Makara District and contained in Computer Freehold Register WN22C/710. The area the building is located is marked "A" on SO 346217 in **Attachment 1**. Note that old property files have the building listed as 41 South Makara Road.
13. The building was constructed in 1872 and served as the school until the early 1970s when the new school was constructed at 399 Makara Road. It is not a heritage listed building, but it carries historic sentiment and value among the community (photo of building is in **Attachment 2**).
14. **Attachment 3** shows the location of the building on the reserve. The reserve also accommodates the tennis courts, a storage shed and a toilet block which will remain at the site. The playground is not a Council asset and the School may remove all or part of it to the school site.
15. In October 1980, the Council accepted from the Crown the free vesting (as Reserve) of the school site. The Playcentre were leasing the building and it was agreed with the Council, Education Board and Wellington Playcentre Association that they be permitted to continue.
16. The premises lease with the Wellington Playcentre Association which commenced on 17 January 2011 was terminated in October 2013 by the Association due to stricter licencing requirements of a playcentre (specifically the need to have inside toilets and a separate sleep area).
17. Since 2013 the Makara Playgroup, an informal group of parents, has occupied the premises without there being a formal agreement in place. The Council's Parks, Sport and Recreation (PSR) Business Unit have worked with the Playgroup and Makara Community Hall Association in an attempt to formalise the Playgroup's occupation, but both groups were unable to accept the liability of a lease.
18. In May 2018, the local Makara Model School contacted Council to request the building be gifted to the school as they require more space. The School and community will fundraise to pay for relocation costs and establishing the building as a replacement library and reading room. The School will be responsible for ensuring all necessary consents and approvals are in place for the building relocation, as well as reinstating the reserve to a tidy and attractive condition.
19. The Makara Model School will continue to let the Playgroup use the premises once it has been relocated.

20. The building currently has a book value of $152,939.54 as at 30 April 2018. This amount will be written off in the 2018/19 financial year once the school has obtained necessary funding and consents to relocate the building.

21. PSR has no alternative or prospective use for the building and therefore support gifting the building to the local school community.

22. To enable the public to voice their opinion on the gifting and removal of the building, as well as the consequential changes to the reserve, Council has requested that the Makara/Ohariu Community Board publicly consult with the local community.

Next Actions

23. If approval is granted and no objections received, the appropriate documentation will be drafted to capture the transaction.

24. The book value of the building will be written off by the Chief Financial Officer.

Attachments

Attachment 1. Makara playcentre digital title plan ⇩ Page 409
Attachment 2. Photo of the Makara playcentre building ⇩ Page 410
Attachment 3. Makara playcentre leased area ⇩ Page 411

Author	Kristine Ford, Relationship Management Advisor
Authoriser	Barbara McKerrow, Chief Operating Officer Paul Andrews, Manager Parks, Sport and Recreation

SUPPORTING INFORMATION

Engagement and Consultation

A paper was presented to the Makara/Ohariu Community Board on 7 June to enable the Board to provide input into the proposal to gift the building to the Makara School. The Board has agreed to consult with the neighbouring properties, local residents and relevant community groups such as the Beautification of Makara Society and will provide Council with the outcome of that consultation.

Treaty of Waitangi considerations

There are no Treaty of Waitangi considerations related to the proposal.

Financial implications

The book value of the building will be written off as $152,939.54 (as at 30 April 2018) in the next financial year.

The Chief Financial Officer has financial delegation authority to write off this value. The write off will occur once the Council approve the gifting of the building and the School has all necessary consents, funding and permits to relocate the building.

There are no funding amendments required to the Annual Plan or LTP.

Policy and legislative implications

This proposal is consistent with the Council's Delegations Policy 2016, the Reserves Act 1977 and the Suburban Management Plan 2015.

Risks / legal

The proposal will be subject to the provisions in the Reserves Act 1977.

Climate Change impact and considerations

There are no climate change impacts and considerations

Communications Plan

Not applicable

Health and Safety Impact considered

The School will be responsible for ensuring all health and safety implications related to moving the building to the school site.

The Council will support the School to obtain the necessary consents and permits to carry out the removal and relocation of the building.

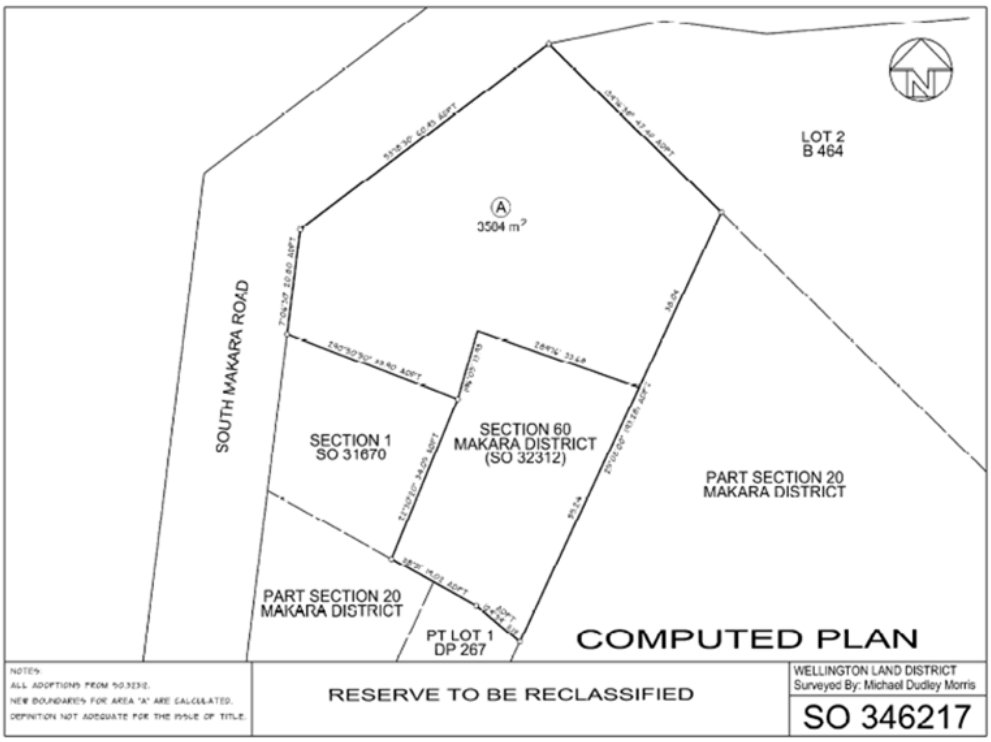

LOT 2
B 464
A
3504 m²
SOUTH MAKARA ROAD
SECTION 1
SO 31670
SECTION 60
MAKARA DISTRICT
(SO 32312)
PART SECTION 20
MAKARA DISTRICT
PART SECTION 20
MAKARA DISTRICT
PT LOT 1
DP 267
COMPUTED PLAN
NOTES:
ALL ADOPTIONS FROM SO 31310.
NEW BOUNDARIES FOR AREA 'A' ARE CALCULATED.
DEFINITION NOT ADEQUATE FOR THE ISSUE OF TITLE.
RESERVE TO BE RECLASSIFIED
WELLINGTON LAND DISTRICT
Surveyed By: Michael Dudley Morris
SO 346217

Photo of the Makara Playcentre Building May 2018




Legend
Lease area = 145m2
SOUTH MAKARA ROAD
41
31
Land leased to Makara Playcentre
41 South Makara Rd, Makara
0 2 4 8
metres
scale 1:500
MAP PRODUCED BY:
Wellington City Council
101 Wakefield Street
WELLINGTON, NZ
ORIGINAL MAP SIZE: A4
AUTHOR: GIS Operations
DATE: March 2010
Absolutely
POSITIVELY
Wellington

UPDATED FORWARD PROGRAMME FOR CITY STRATEGY COMMITTEE MEETINGS 2018

Purpose

1. This paper provides a copy of the City Strategy Committee's Forward Programme for 2018.

Summary

2. This updated Forward Programme sets out the strategy, policy and briefing reports that are planned for City Strategy Committee meetings for 2018.
3. The Forward Programme includes both large scale strategy and policy documents, projects, unit work streams, and also a number of operational reports that require committee consideration.
4. The Forward Programme is a working document that is subject to change on a regular basis.
5. A number of items are listed which do not have as yet agreed reporting timeframes. These have been added separately to ensure that the Committee has visibility of the fuller work programme. These will be included as scheduled items as dates are confirmed.

Recommendation/s

That the City Strategy Committee:

1. Receives the information.
2. Notes the attached forward programme.

Attachments

Attachment 1. Updated forward programme 14 June 2018 ⇩ Page 415

Author	Angela Sopp, Senior Democracy Advisor
Authoriser	Penny Langley, Manager Democracy Services Kane Patena, Director, Strategy and Governance

SUPPORTING INFORMATION

Engagement and Consultation
Not applicable for this report.

Treaty of Waitangi considerations
Not applicable for this report.

Financial implications
Not applicable for this report.

Policy and legislative implications
Timeframes and deliverables are reliant on organisational resourcing and priorities.

Risks / legal
Not applicable for this report.

Climate Change impact and considerations
Not applicable for this report.

Communications Plan
Not applicable for this report.

Health and Safety Impact considered
Not applicable for this report.

	Date	Meetings	Report Title	Description	Officer	ELT	Portfolio leader	Priority
CSC meeting 14 June	14 Jun	City Strategy Committee	Traffic Resolutions - Holland St	Alterations to the TR proposal to be considered	Stephanie O'Shea	D Chick	Cr Calvi-Freeman	BAU, Priority 2
	14 Jun	City Strategy Committee	Gifting of the building at 29 South Makara Road on Local Purpose Reserve (community buildings) to the Makara Model School	Due to community interest, the Council's Parks, Sport and Recreation (PSR) business unit proposes to gift the old school building at 29 South Makara Road (building number 2410) on local purpose (community buildings) reserve to the Makara Model School. The School plans to relocate the building down the road to the school site at 399 Makara Road. Under the Council Delegations Policy, explicit Council approval is required for the gifting of any buildings; therefore a paper will be presented to the City Strategy Committee to approve the transaction.	Kristine Ford / Paul Andrews	B McKerrow	Cr Fitzsimons / Cr Foster	BAU, Priority 2
	14 Jun	City Strategy Committee	Reserves Naming - Polish children square and artificial turf park in Karori	A request from the Waterside Karori AFC has been received to name a new artifical turf park in Karori. This paper will provide options for naming.	Joel De Boer	K McKerrow	Cr Woolf / Cr Foster	BAU, Priority 2
	14 Jun	City Strategy Committee	Business Improvement Districts Policy review	A 5 year review of the BID strategy and implementation within Wellington	Phil Becker / Geoff Lawson	D Chick	Cr Marsh	BAU, Priority 2
	14 Jun	City Strategy Committee	Forward Programme	An updated forward programme (CSC) will be provided to Councillors for discussion	Angela Sopp / Penny Langley	K Patena	Cr Pannett	BAU, Priority 2
	14 Jun	City Strategy Committee	3rd Quarterly Report	Committee to approve 3rd quarterly report	Bronwen Green/Lloyd Jowsey	K Patena	Deputy Mayor	BAU, Priority 2
	14 Jan	City Strategy Committee	Recommendations from CCO	Approve Statements of Intent for CCO's and WREDA	Warwick Hayes / Danny McComb	Andy Matthews	Cr Woolf / Cr Foster	BAU, Priority 2
	14 Jun	City Strategy Committee	Te Reo Policy and Action Plan following consultation	Report back following consultation	Tira Poutama - Iwi partnerships/ Policy	K Patena	Deputy Mayor	BAU, Priority 2
	14 Jun	City Strategy Committee	Report from Grants subcommittee: approving $100k grants	To approve grants referred for decision by the Grants subcommittee	Mark Farrar	B McKerrow	Cr Free	BAU, Priority 2
CSC meeting 21 June	21 Jun	City Strategy Committee	Let's Get Welly Moving	Recommend report go to Council for adoption	Anna Harley	D Chick	Mayor / Cr Calvi-Freeman	Triennium Plan, Priority 1
	21 Jun	City Strategy Committee	Housing Strategy and Action Plan	Seek approval to the final housing strategy and action plan (draft approved for consultation in December	Julie Rushton / John McDonald / Ian Pike	D Chick	Cr Dawson	Triennium Plan, Priority 1
	21 Jun	City Strategy Committee	Scoping paper for City Housing Policy Review	This paper seeks agreement for: the policy approach, high level guiding principles, parameters, and for the Committee to receive the draft policy paper in August.	Geoff Lawson / Michelle Rewai	B McKerrow	Cr Dawson	Triennium Plan, Priority 1
	21 Jun	City Strategy Committee	Traffic Resolutions		Lindsey Hill	D Chick	Cr Calvi-Freeman	BAU, Priority 2
	21 Jun	City Strategy Committee	Advisory and Reference Group Annual Reports	Annual reports for PAG, ERG, AAG and Youth Council for financial year 2016/17 are due.	Democracy Services	K Patena	Deputy Mayor	BAU, Priority 2
	21 Jun	City Strategy Committee	Online Voting Bill Submission	WCC is making a submission on the Bill which deals with electoral matters, in particular, the Bill proposes to make amendments that enables a trial of online voting (including allowing for a trial to a subset of voters) for future elections	Anusha Guler	K Patena	Deputy Mayor	BAU, Priority 2
	21 Jun	City Strategy Committee	Predator Free Wellington entity	This was added by Councillors amendment at the CSC meeting 8 March 2018	Jim Robertson	B McKerrow	Cr Foster	Triennium Plan, Priority 1
	21 Jun	City Strategy Committee	Health and Safety Report	This a Public Excluded item	Deb Hammond	Nicola Brown	Cr Foster	BAU, Priority 2
	TBA	City Strategy Committee	Scoping of Urban Growth Plan and District Plan residential capacity reviews to provide for growth	Agree to the scoping, key issues, engagement strategy and approach to this review	John McSweeney	D Chick	Cr Foster	BAU, Priority 2
	TBA	City Strategy Committee	Regional Waste Management Bylaw	Approval of the draft regional waste management bylaw as part of the regional waste management	Mike Mendonca	D Chick	Cr Pannett	Triennium Plan, Priority 1
2018 - Third Quarter (July to September) NO CSC meetings in July								
CSC meeting 9 August	9 Aug	City Strategy Committee	Hawkins Hill Right of Way	Paper seeking approval for a new Right of Way and formalising a shared payment of existing Right of Way.	Joel De Boer / Paul Andrews	B McKerrow	Cr Gilberd	BAU, Priority 2
	9 Aug	City Strategy Committee	Traffic Resolutions - Electric Vehicles	The report requests approval for approx 35 electric vehicle car park spaces which require traffic	Tom Pettit / Lindsey Hill	D Chick	Cr Calvi-Freeman	BAU, Priority 2
	9 Aug	City Strategy Committee	International Travel to Seoul for Deputy Mayor	Seeking approval for the Deputy Mayor to travel to Seoul on Council business	Tom Yuan / Anusha Guler	K Patena	Mayor	BAU, Priority 2
	9 Aug	City Strategy Committee	Arlington Redevelopment Update	This item is Public Excluded.	Julie Rushton / John McDonald / Ian Pike	D Chick	Cr Dawson	Triennium Plan, Priority 1
	9 Aug	City Strategy Committee	Review of 24 Hour Car Parking Scheme	This is for Miramar	Lindsey Hill	D Chick	Cr Calvi-Freeman	BAU, Priority 2

CSC meeting 16 August	16 Aug	City Strategy Committee	Liquor Control Bylaw draft review	The current bylaw requires review by December 2018	Policy	K Patena	Cr Dawson	Statutory Requirement, Priority 3
	16 Aug	City Strategy Committee	Accessible Wellington Action Plan	Draft Report	Alice Bates	K Patena	Cr Lee	BAU, Priority 2
CSC meeting 23 August	23 Aug	City Strategy Committee	Forward Programme	An updated forward programme (CSC) will be provided to Councillors for discussion	Angela Sopp / Penny Langley	K Patena	Cr Pannett	BAU, Priority 2
	23 Aug	City Strategy Committee	City Housing Operational Policy	social housing policy settings.	Michelle Riwai	B McKerrow	Cr Dawson	Triennium Plan, Priority 1
	TBA August	City Strategy Committee	Renewal of licence for Glover Park	Renewal of Licence over Part of Glover Park for 'Rogue and Vagabond' – Pursuant to the reserves Act	Joel De Boer	K McKerrow	Cr Gilberd	BAU, Priority 2
	TBA August	City Strategy Committee	Council Grants - City Growth Fund	Reporting on Council Grants	Colette Beaupre / Danny McComb / Mark Farrar	Andy Matthews / Kevin Lavery	Cr Free	BAU, Priority 2
	TBA August	City Strategy Committee	Petition report - Extend hours of Central Library on Sundays	Presentation of a petition	TBC	B McKerrow	Cr Fitzsimons	BAU, Priority 2
	TBA August	City Strategy Committee	Positive Aging Strategy	Background and scoping paper	Alice Bates / Geoff Lawson	K Patena	Cr Dawson	Triennium Plan, Priority 1
	TBA August	City Strategy Committee	Revoking sections of the Local Public Health bylaw	The passing of the food Act requires the Council to revoke redundant conditions in this bylaw	Policy	K Patena	Cr Gilberd	Statutory Requirement, Priority 3
	TBA August	City Strategy Committee	4th Quarterly Report	Committee to approve 4th quarterly report	Bronwen Green/Lloyd Jowsey	K Patena	Deputy Mayor	BAU, Priority 2
CSC meeting 20 Sept	20 Sep	City Strategy Committee	Draft Parking Policy	for consultatoin	Geoff Lawson	D Chick	Cr Calvi-Freeman	BAU, Priority 2
	20 Sep	City Strategy Committee	Forward Programme	An updated forward programme (CSC) will be provided to Councillors for discussion	Angela Sopp / Penny Langley	K Patena	Cr Pannett	BAU, Priority 2
CSC meeting 26 Sept	26 Sep	City Strategy Committee	Annual Report	Agree to recommend that Council adopt the Annual Report. A special CSC meeting will need to be scheduled on the same day as the Council meeting for this report to be recommended for adoption by Council.	Bronwen Green/Lloyd Jowsey	K Patena	Deputy Mayor	Statutory Requirement
	TBA	City Strategy Committee	Outer Green Belt Management Plan	Commitee to approve draft plan for consultation	Bec Ramsay	B McKerrow	Cr Gilberd	BAU, Priority 2
	TBA	City Strategy Committee	South Coast Management Plan review	A Reserves Management Plan prepared under the Reserves Act 1977. Current plan over 10 years old and planning in the coastal environment has undergone significant change since 2002.	Bec Ramsey / Tom Pettit	B McKerrow/ D Chick	Cr Gilberd	BAU, Priority 2
	TBA	City Strategy Committee	Smokefree Action Plan	The current plan has a limited timeframe and needs to reflect the 2025 commitment	Policy	K Patena	Cr Dawson	BAU, Priority 2
	TBA	City Strategy Committee	Trade Waste Charges Policy update	The current policy is out of date	Public health/Policy	K Patena/ D Chick	Cr Pannett	BAU, Priority 2
	TBA	City Strategy Committee	Northern Reserves Management Plan Review	Scheduled for review, needs to be considered alongside wider urban growth plans for the northern	Mitch Lendowski / Paul Andrews	B McKerrow	Cr Gilberd	BAU, Priority 2
	TBA	City Strategy Committee	Events Policy	This was added by Councillors amendment at the CSC meeting 7 Dec 2017	City Arts and Events/ Policy	B McKerrow/ K Patena	Cr Marsh	Triennium Plan, Priority 1
2018 - Fourth Quarter (October to December)								
	TBA	City Strategy Committee	Earthquake Prone Priority Buildings Policy for Consultation	Consultation required under the Building Act and consideration of emergency routes.	Geoff Lawson / Jim Lewis	D Chick	Cr Pannett	BAU, Priority 2
	TBA	City Strategy Committee	Wellington Urban Cycling Programme - Newtown	Recommendations for Newtown cycleway project	Paul Barker	D Chick	Cr Free	Triennium Plan, Priority 1
	TBA	City Strategy Committee	Review of Standing Orders and incorporating tikanga into Council meetings		Penny Langley	K Patena	Deputy Mayor	BAU, Priority 2
CSC meeting 18 Oct	18 Oct	City Strategy Committee	Forward Programme	An updated forward programme (CSC) will be provided to Councillors for discussion	Angela Sopp / Penny Langley	K Patena	Cr Pannett	BAU, Priority 2
	TBA Oct	City Strategy Committee	Liquor Control Bylaw oral hearings	The current bylaw requires review by December 2018	Policy	K Patena	Cr Dawson	Statutory Requirement, Priority 3
CSC meeting 22 Nov	22 Nov	City Strategy Committee	Forward Programme	An updated forward programme (CSC) will be provided to Councillors for discussion	Angela Sopp / Penny Langley	K Patena	Cr Pannett	BAU, Priority 2

2018 - Papers to be scheduled						
City Strategy Committee	Te Whare Okioki (Wet House)	Paper giving an update on progress by lead agencies	Jenny Raines / Phil Becker	D Chick	Cr Dawson	Triennium Plan, Priority 1
City Strategy Committee	Review of Terms of Reference for Advisory and Reference Groups	Paper asking for approval to review all Advisory and Reference Group Terms of Reference - to update and improve consistency	Penny Langley / Baz Kaufman	K Patena	Deputy Mayor / Cr Calvert	BAU, Priority 2
City Strategy Committee	Regional Land Transport Plan	GWRC develop this plan every three years, in line with the LTP years. As part of implementaiton with the RCA's the plan is constantly reviewed.	Gunther Wild	D Chick	Cr Calvi-Freeman/ Cr Free	BAU, Priority 2
City Strategy Committee	Footpath Management Policy	Review the footpath management policy following the Public Places Bylaw review	Policy	K Patena	Cr Free	BAU, Priority 2
City Strategy Committee	Landfill Stage 4 consent and future strategy	Currently seeking legal advice whether existing	Emily Taylor Hall	D Chick	Cr Pannett	BAU, Priority 2
City Strategy Committee	Regional Waste Management and Minimisation Plan	Papers on implementation actions of WMMP, including regional bylaw, optimal waste collection services etc.	Emily Taylor Hall	D Chick	Cr Pannett	Triennium Plan, Priority 1
City Strategy Committee	Wellington Biosolids Disposal	Options for the future disposal of Wellington's biosolids. Options under investigation with Wellington Water, currently consented to 2026	Emily Taylor Hall	D Chick	Cr Pannett	Triennium Plan, Priority 1
City Strategy Committee	Coastal Resilience Strategy	Developing an adaption strategy as one of the actions of the resilence strategy for the city's/regions coast. Report back on next steps for Island Bay's seawall and The Esplanade. This work is being rolled into The Resilience Strategy/Climate Adaption Plan	Moana Mackey / Derek Baxter	B McKerrow	Cr Lee/ Cr Sparrow/ Cr Pannett	BAU, Priority 2
City Strategy Committee	Climate Adaption Action Plan	Adapting to climate driven change - toward a framework and approach for making long-term decisions such as locating, upgrading or moving key infrastructure and defending or abandoning assets) that will be affected by future climate change effects. Very early days. Working with Hutt City Council to develop a shared approach but with enough flexibility to accomodate unique aspects of each city	Tom Pettit	D Chick	Cr Lee	Triennium Plan, Priority 1
City Strategy Committee	Civic Precinct Redevelopment	Future options for the Civic Precinct, including the upgrade and redevelopment of the Town Hall.	Ian Pike/ P Brennan	K Lavery	Mayor	Triennium Plan, Priority 1
City Strategy Committee	Miramar Peninsula (Watts and Strathmore Park)	Planning for the development of Miramar Peninsula	Ian Pike	D Chick	Cr Foster	BAU, Priority 2
City Strategy Committee	Regional Sport and Active Recreation Plan	Seek Committee agreement to the plan	Joel de Boer/Paul Andrews	B McKerrow	Cr Fitzsimons / Cr Woolf	BAU, Priority 2
City Strategy Committee	Karori Community Plan	Development of a community plan for Karori with wide community engagement	Anna Harley	D Chick	Cr Foster/ Cr Calvert	Triennium Plan, Priority 1
City Strategy Committee	Speed Limits - CBD and Suburban	Recommendations on changing speed limits in the CBD and around school areas	Paul Barker	D Chick	Cr Calvi-Freeman	Triennium Plan, Priority 1
City Strategy Committee	Housing Accord Monitoring Report	Reporting against the Housing Accord	Anna Harley	D Chick	Cr Dawson	BAU, Priority 2
City Strategy Committee	District Plan Work Programme	Ongoing work programme for the District Plan, specific papers have been included in scheduled items. A proposed review of heritage trees is included	Anna Harley	D Chick	Cr Foster	BAU, Priority 2
City Strategy Committee	National Policy Statement for Urban Development Capacity	Reporting on urban development capacity	John McSweeney	D Chick	Cr Foster	Statutory Requirement, Priority 1
City Strategy Committee	Resilience Strategy updates		Mike Medonca	D Chick	Mayor	Triennium Plan, Priority 1
City Strategy Committee	Waste Management Seed Fund approvals		Mark Farrar	D Chick	Cr Pannett	BAU, Priority 2
City Strategy Committee	Iwi partnerships update		Nicky Karu	K Patena	Deputy Mayor	BAU, Priority 2
City Strategy Committee	Child Friendly Framework	This was added by Councillors amendment at the CSC meeting 7 Dec 2017	Policy	K Patena	Deputy Mayor	Triennium Plan, Priority 1
City Strategy Committee	Urban Development Agency options	This was added by Councillors amendment at the CSC meeting 8 March 2018	Mitch Lendowski	D Chick	Cr Foster	Triennium Plan, Priority 1
City Strategy Committee	Bus Priority Programme	This was added by Councillors amendment at the CSC meeting 8 March 2018	Anna Harley	D Chick	Cr Free / Cr Calvi-Freeman	Triennium Plan, Priority 1
City Strategy Committee	Community Water Resilence (for households)	This was added by Councillors amendment at the CSC meeting 17 May 2018		D Chick	Cr Sparrow / Cr Pannett	Triennium Plan, Priority 1
City Strategy Committee	Statement of Intent	This was added by Councillors amendment at the CSC meeting 17 May 2018		K Patena	Cr Foster	BAU, Priority 2

	City Strategy Committee	Review of the Shelly Bay Project	This was added by Councillors amendment at the CSC meeting 17 May 2018		D Chick		BAU, Priority 2
	City Strategy Committee	Scoping report for the development of the Library Strategy	This was added by Councillors amendment at the CSC meeting 17 May 2018		B McKerrow		BAU, Priority 2
	City Strategy Committee	Approach to Litter in Wellington	This was added by Councillors amendment at the CSC meeting 17 May 2018		B McKerrow	Cr Dawson	BAU, Priority 2
	City Strategy Committee	Early Intervention Recommendations from Let's Get Welly Moving	This was added by Councillors amendment at the CSC meeting 17 May 2018		D Chick	Cr Calvi-Freeman	BAU, Priority 2

5. Committee Reports

REPORT OF THE GRANTS SUBCOMMITTEE MEETING OF 31 MAY 2018

Members: Mayor Lester, Councillor Dawson (Acting Chairperson for these parts of the subcommittee meeting), Councillor Day, Councillor Free (Chair), Councillor Gilberd, Councillor Young.

The Grants Subcommittee recommends:

A. ARTS AND CULTURE FUND: MULTI-YEAR FUNDING 2018/19

Recommendation/s

That the City Strategy Committee:

1. Approves the allocation of multi-year contract funding (from 1 July 2018) for applications 8, 11 and 18, those being the allocations of greater than $100,000 as listed below, subject to Arts and Culture funding being available through the 2018/2028 Long-Term Plan.

#	Organisation	WCC funding (2017/18)	Amount requested per year, for year 1 (2018/19)	Recommendation	Comments
8	Newtown Festival Trust	$124,189	$154,189	$120,000	Support for established community festival in Newtown. Also be applying for Community Events Sponsorship.
11	Royal New Zealand Ballet	$154,333	$250,000	$155,000	Support for the NZ Ballet programme of productions as well as educational, professional development and accessibility programmes.
18	Wellington Regional Orchestra Foundation Inc	$276,829	$290,000	$280,000	Support for city orchestra to deliver performances in the MFC, take part in local events, kids concerts, educational and accessibility programmes and to support Ballet, Choral and Opera Productions.
				$555,000	

B. SOCIAL AND RECREATION FUND: MULTI-YEAR FUNDING 2018-19

Recommendation/s

That the City Strategy Committee:

1. Approves the allocation of multi-year contract funding (from 1 July 2018) for application 1, that being the allocation of greater than $100,000 as listed below, subject to Social and Recreation funding being available through the 2018/2028 Long-Term Plan.

#	Organisation	WCC funding (2017/18)	Amount requested per year, for year 1 (2018/19)	Recommendation	Comments
1	Citizens Advice Bureau Wellington Incorporated	$210,787	$220,000	$103,500	A one off six month grant to provide an opportunity for WELCAB to redefine the way it delivers services. To be responsive to current and future trends in the way people access information and support.
				$103,500	

Attachments

Attachment 1. Report to Grants subcommittee (Arts and Culture Fund) ⇩ Page 423
Attachment 2. Report to Grants subcommittee (Social and Recreation fund) ⇩ Page 439

2. General Business

ARTS AND CULTURE FUND: MULTI-YEAR FUNDING 2018/19

Purpose

1. This report seeks Subcommittee approval to allocate multi-year contract funding (from 1 July 2018) through the Arts and Culture Fund.

Summary

2. The Council provides grants to assist community groups and organisations to undertake projects and deliver services that meet community needs. Grants are also a mechanism for achieving the Council's objectives and strategic priorities, especially those priorities that rely on community organisations carrying out specific activities.
3. A range of organisations are funded through multi-year contracts.

Recommendation/s

That the Grants Subcommittee:

1. Receive the information.
2. Agree to the allocation of multi-year contract funding (from 1 July 2018) for applications 1–7, 9–10, and 12–17, those being the allocations of less than $100,000 as listed below, subject to Arts and Culture funding being available through the 2018/2028 Long-Term Plan.
3. Recommend to the City Strategy Committee that it approves the allocation of multi-year contract funding (from 1 July 2018) for applications 8, 11 and 18, those being the allocations of greater than $100,000 as listed below, subject to Arts and Culture funding being available through the 2018/2028 Long-Term Plan.

#	Organisation	WCC funding (2017/18)	Amount requested per year, for year 1 (2018/19)	Recom mendation	Comments
1	Arcade NZ Live Art Trust (Performance Arcade)	NEW to contract	$30,500	$25,000	Consolidation of regular Council funding for this free live art installation and performance series on the waterfront. Offers diverse and high quality free art experiences for residents

Item 2.1

GRANTS SUBCOMMITTEE
31 MAY 2018

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2	Arts Access Aotearoa	$23,678	$24,574	$24,000	Support for: the delivery of the Arts for All programme; support for the Creative Spaces Network; and promotion of local initiatives and stories in the arts accessibility space. Good fit with Council's accessibility priorities.
3	BATS Holdings Limited	$61,383	$80,000	$65,000	Support for the operation and administration of BATS Theatre. They provide theatre space for emerging and innovative theatre and dance and professional support for practitioners.
4	Chamber Music New Zealand Trust Group	NEW to contract	$42,000	$10,000	New contract with established national organisation based in Wellington delivering quality chamber music in various venues as well as accessibility and educational programmes.
5	Circa Theatre	$76,509	$195,000	$77,000	Support for waterfront theatre providing space for theatre and dance practitioners as well as practitioner support and accessibility programmes.
6	Footnote Dance Trust Board	$20,377	$47,000	$25,000	Support for local professional contemporary dance company to create and present new works as well as provide professional development for emerging choreographers and dancers.
7	Island Bay Enhancement Trust	$10,100	$33,500	$11,500	Support for established community festival in Island Bay. Also applying for Community Events Sponsorship.
8	Newtown Festival Trust	$124,189	$154,189	$126,000	Support for established community festival in Newtown. Also be applying for Community Events Sponsorship.

9	New Zealand Opera Ltd	$54,333	$200,000	$65,000	Support for two professional opera seasons on the city's main stages. Also includes professional development and educational programmes. Additional request includes support for box office losses due to the move to a new venue.
10	Randell Cottage Writers Trust	$10,161	$15,000	$12,000	Support for the Randell Cottage in Thorndon which supports NZ and French literary residencies.
11	Royal New Zealand Ballet	$154,333	$250,000	$155,000	Support for the NZ Ballet programme of productions as well as educational, professional development and accessibility programmes.
12	Tawata Productions	$35,830	$45,000	$40,000	Support for the Breaking Ground indigenous playwriting festival which supports local and international writers and the broader theatre community to develop and present high quality works, and to present staged reading and talks to residents.
13	Theatre Awards Trust	NEW to contract	$20,000	$10,000	Consolidation of regular Council funding for this annual celebration of local theatre and its practitioners.
14	The Community Performing Arts Trust	NEW to contract	$29,600	$23,000	Consolidation of regular Council funding of professional development programmes run in Vogelmorn to develop new socially focused work and develop the skills of practitioners

15	The Orpheus Choir of Wellington Inc.	$15,241	$25,000	$18,000	Support for the management and administration of the choir, development of choral talent and providing high quality choral experiences for residents.
16	The Wellington Treasure Trust (Litcrawl)	NEW to contract	$35,000	$27,000	Consolidation of regular Council funding for this literary festival which includes free and low cost events, supports the promotion of local authors and develops international connections and opportunities for writers and the broader literary sector.
17	Wellington Independent Arts Trust	$51,055	$71,200	$15,000	One-off grant to support a package of activity to celebrate, document and share the knowledge developed through the Urban Dream Brokerage which is due to stop this year. Elements of the new programme may be supported via grant funding.
18	Wellington Regional Orchestra Foundation Inc.	$276,829	$290,000	$280,000	Support for city orchestra to deliver performances in the MFC, take part in local events, kids' concerts, educational and accessibility programmes and to support Ballet, Choral and Opera Productions.
		$914,018		**$1,008,500**	

Background

4. Grants and funding are included in the Long-Term and Annual Plans to provide an appropriate mechanism for the Council to respond to community groups and organisations that are undertaking projects or delivering services that:
   - Meet a need identified by the community.
   - Align with council's strategic goals and outcomes.
   - Rely to some extent on participation and engagement by community organisations.
5. Organisations and projects are funded through both contracts and contestable grant pools. The contestable pools provide grants that are discretionary, short-term and generally project-based in nature. The Council also enters into multi-year contracts

when it has an interest in ensuring particular activities occur that contribute to Council's strategies or policies.

6. The Strategy and Policy Committee agreed (in April 2005) to a reconfigured grants framework in which organisations whose activities directly contribute to Council's strategic or policy goals would be funded through a detailed contractual arrangement subject to a review of the funding and outcomes achieved at the end of the contract (generally three years).
7. Organisations that are funded through three-year contracts are considered sustainable in the long term but need some financial support and some certainty of funding.
8. Organisations funded by the Council through multi-year contracts need to meet the relevant fund criteria (for this report, the Arts and Culture Fund criteria).
9. In addition to meeting criteria:
    - The organisation is well-established and with some Council funding is sustainable in the long-term and a partner relationship is beneficial.
    - The organisation is generally regarded as a feature of Wellington's infrastructure or unique sense of place.
    - The Council does not wish to influence its day-to-day activities but has a strong interest in the outcomes of the organisation and can influence these through results-based reporting.
    - The activity has alignment with Council's outcomes and policies.
10. The original information provided through online application has been made available to Councillors.
11. Any recommendations over $100,000 are subject to the approval of the City Strategy Committee on 14 June 2018.

Current multi-year contract funding

12. There are currently 58 organisations funded through multi-year contracts in 2017/18, these deliver on outcomes relating to the respective fund. For a list of all 2017/18 contracts, see **Attachment 1** or also the Wellington City Council website at https://wellington.govt.nz/~/media/services/community-and-culture/funding/files/current-contracts.pdf
13. Within all funding applications, organisations are asked:
    - To provide a three year business plan and budget
    - To demonstrate how they do or will work in partnership with other organisations and the Council
    - To demonstrate how they evaluate their activities
    - Their commitment to the Treaty of Waitangi.
14. All applicants are required to describe how their services relate to Council priorities, as articulated in the existing Long-Term Plan, Triennium Plan and other strategic documents and policies.
15. To ensure funds are used appropriately, conditions may be suggested should funding be approved, typically where reports have not been received for previous grants.
16. Recommendations for funding are for funding from 1 July 2018 and subject to approval of the Long-Term Plan 2018/2028 onwards.

Discussion

Arcade NZ Live Art Trust (Performance Arcade)

17. Amount Requested (per year): $30,500.
18. Current funding (2017/18) and/or other Council funding: the organisers have regularly received grants between $6,000 and $10,000 from the Arts and Culture Fund as well as other one-off grants and support. Total funding for the 2017 and 2018 'arcades' was $18,000 and $17,500 respectively.
19. Performance Arcade has taken place on the Wellington waterfront every summer since 2011 and been supported by WCC and Creative New Zealand grants as well as a wide range of trusts, sponsors, partners and in-kind support. This application is seeking support for key production staff. Contract funding will provide certainty and ensure good long-term planning for the trust and staff.
20. Recommended level of funding: $25,000 p.a. for three years 2018/19 to 2020/21.
21. Consolidation of regular Council funding for this free live art installation and performance series on the waterfront offers diverse and high quality free art experiences for residents.

Arts Access Aotearoa

22. Amount Requested (per year): $24,574.
23. Current funding (2017/18) and/or other Council funding: current three-year funding contract for 2017/18 totals $23,578.
24. Arts Access Aotearoa deliver services to arts organisations offering accessibility programmes as well as supporting creative spaces including Vincent's and Pablo's. They also have a contract with the Department of Corrections to deliver 'Art in Prison' Initiatives and run the annual Accessible Art Awards at Parliament profiling and highlighting work in this area. The Arts for All network was a pilot developed and implemented by Council's Arts and Events Team and Arts Access Aotearoa. The work they support in Wellington helps the city become more accessible and delivers to Council's goals.
25. Recommended level of funding: $24,000 p.a. for three years 2018/19 to 2020/21.
26. Support for the delivery of the Arts for All programme, support for the Creative Spaces Network and promotion of local initiatives and stories in the arts accessibility space. Good fit with Council's accessibility priorities.

BATS Holdings Limited

27. Amount Requested (per year): $80,000.
28. Current funding (2017/18): $61,383.
29. BATS provides a key service to emerging and professional theatre and dance practitioners in Wellington. With the expansion of space to the upper levels of the theatre building in Kent Terrace they also provide access to a studio for reading, workshops, rehearsals and other associated activity. The two stages are in regular use and, since the closure of Downstage, BATS (and Circa) has become more important to the sector. They have recently moved into offering more specific professional development with a practitioner weekend which they would like to become a regular offering. They have also formed a relationship with the Basement Theatre in Auckland to transfer work between the two cities and provide development opportunities to the companies involved.

30. Recommended level of funding: $65,000 p.a. for three years 2018/19 to 2020/21.

31. Support for the operation and administration of BATS Theatre. They provide theatre space for emerging and innovative theatre and dance and professional support for practitioners.

Chamber Music New Zealand Trust Group

32. Amount Requested (per year): $42,000.

33. Current funding (2017/18): new to contract funding.

34. Chamber Music New Zealand is a long established national organisation that tours local, national and international chamber music around New Zealand. It also manages a contest for young chamber music groups and offer a programme of shows at the Third Eye/Tuatara Temple of Taste. Its head office is in Wellington and it is also members of the Arts for All network and offers accessibility programmes such as touch tours and support for blind and vision impaired patrons for at least one concert per year.

35. Recommended level of funding: $10,000 p.a. for three years 2018/19 to 2020/21.

36. New contract with well-established national organisation based in Wellington delivering quality chamber music in various venues as well as accessibility and educational programmes.

Circa Theatre

37. Amount Requested (per year): $195,000.

38. Current funding (2017/18): $76,509.

39. Circa Theatre delivers a programme of theatre and some dance works in their two theatres on the waterfront. It works on a co-op model where the risk of productions is shared and has a separate charitable trust which supports some of the productions with rehearsal costs. Circa has started on a process of including new members to its council and diversifying its productions as part of its responsibilities and requirements for Creative New Zealand funding. Council increased funding to $75,000 (in 2015) on the understanding that this increase would cover the costs of the accessibility programmes and also support the introduction of a part-time technical manager. This application includes an additional $100,000 p.a. which will be considered during the Long-Term Plan process.

40. Recommended level of funding: $77,000 p.a. for three years 2018/19 to 2020/21.

41. Support for waterfront theatre providing space for theatre and dance practitioners as well as practitioner support and accessibility programmes.

Footnote Dance Trust Board

42. Amount Requested (per year): $47,000.

43. Current funding (2017/18): $20,377.

44. In the last three years Footnote has transitioned from being an artistic director led company to one led by a general manager with an artistic advisory board. This change has set them up for long-term sustainability as a company and as the only professional contemporary dance company in Wellington, they are vital to the local dance sector. As well as their focus on high quality NZ work performed in theatres (in Wellington, nationally and internationally) they are also involved in many free performances in events such as CubaDupa and the Performance Arcade. They also offer a well-

regarded intensive workshop for dancers in the summer as well as the introduction of the recent winter intensive.

45. Recommended level of funding: $25,000 p.a. for three years 2018/19 to 2020/21.

46. Support for local professional contemporary dance company to create and present new works as well as provide professional development for emerging choreographers and dancers.

Island Bay Enhancement Trust

47. Amount Requested (per year): $33,500.

48. Current funding (2017/18) $10,100 and other Council funding of $15,000 through Community Events sponsorship operational funding.

49. The Island Bay Festival is a long running event in the community that has received support from the Arts and Culture Fund and from Community Events Sponsorship. This application request includes the funding from both sources and is asking for an additional $8,400 across both funds.

50. Recommended level of funding: $11,500 p.a. for three years 2018/19 to 2020/21.

51. Support for well-established community festival in Island Bay, also be applying for Community Events Sponsorship.

Newtown Festival Trust

52. Amount Requested (per year): $154,189.

53. Current funding (2017/18) $124,189, as a one year contract as the festival transitioned from Newtown Residents Association to the new trust, other funding through Community Events sponsorship operational funding ($30,000pa).

54. Newtown Festival is a well-established community festival that is a key suburban festival every March. The festival has a focus on music and supporting local professional, emerging and cultural groups to present themselves. In the last LTP the festival received a $60,000 increase in their contract funding to $123,000 and the recommended amount is a continuation of this funding with a small increase to cover CPI. They make a case for additional funding based on increased costs for compliance as well as an additional $9,000 for the main three organisers.

55. Recommended level of funding: $126,000 p.a. for three years 2018/19 to 2020/21.

56. Support for well-established community festival in Newtown. The applicant will also be applying for Community Events Sponsorship.

New Zealand Opera Ltd

57. Amount Requested (per year): $200,000.

58. Current funding (2017/18) $54,333 and/or other Council funding one off additional grant to support impact of moving performance to Opera House.

59. NZ Opera have been supported through contract funding, and have been asking for a higher level of support from WCC for a number of years to support the delivery of their two main stage productions in Wellington which use a local chorus and either the Wellington Orchestra or NZSO. They also offer some opera in schools performances and other educational programmes and from time to time offer staged performances. The main organisation is based in Auckland and they receive major CNZ and Auckland Regional Amenities Funding.

60. Recommended level of funding: $65,000 p.a. for three years 2018/19 to 2020/21

61. Support for two professional opera seasons on the city's main stages. Also includes professional development and educational programmes.

Randell Cottage Writers Trust

62. Amount Requested (per year): $15,000.

63. Current funding contract (2017/18): $10,161.

64. The Randell Cottage Writers Trust manage a historic cottage in Thorndon and offer 2 residencies a year. One for a New Zealand writer and the other for French writers. The organisation is heavily reliant on volunteers. They work closely with the French Embassy and other historic trusts in Thorndon as well as the local literary community and the writers provide free talks on their work while in residence. The trust holds an open day for the general public to see the cottage.

65. Recommended level of funding: $12,000 p.a. for three years 2018/19 to 2020/21

66. Support for the Randell Cottage in Thorndon which supports New Zealand and French literary residencies.

Royal New Zealand Ballet

67. Amount Requested (per year): $250,000.

68. Current funding (2017/18) $154,333 and/or other Council support through provision of accommodation.

69. The RNZB is one of Wellington major arts companies. They are directly funded by the Government and tour nationally and internationally including tours to the regions. They will be out of the St James during its strengthening work and located in a temporary building in the MFC Carpark and a nearby office building. The organisation received a major increase of funding ($100,000 pa) in the 2015-18 Long Term Plan. The application includes a request for funding to offset box office losses due to their change in venue , subject to consideration through the draft Long Term Plan process.

70. Recommended level of funding: $155,000 p.a. for three years 2018/19 to 2020/21

71. Support for the NZ Ballet programme of productions as well as educational, professional development and accessibility programmes.

Tawata Productions

72. Amount Requested (per year): 45,000.

73. Current funding (2017/18) $35,830 and other Council funding via support through the Wellington Regional Amenities Fund for the Kai Mau Festival.

74. Previous funding for delivery of the Putahi and Kia Mau Festivals, application shows a readjustment of the festivals/showcases that Tawata offer in response to a new environment. Kia Mau is the main stage festival that has been growing and developing and includes local, national and international indigenous theatre and dance works. Putahi festival was a work in progress showing at Victoria University with low cost or free showings of work and the opportunity for the creator to gain valuable sector feedback and see the work with an audience (with them able to rework and present a stronger main stage show). With other avenues now open to mount work in progress showings they will not be delivering this festival again. Breaking Ground (previously the Matariki Development Festival) is the starting point for script based work and supports the development of strong new work through the opportunity for playwrights to workshop plays with professional actors, present staged readings and get feedback

from the sector. Hone and Miria have strong international relationships and the festival also brings over Aboriginal and Canadian first nations writers.

75. Recommended level of funding $40,000 p.a. for three years 2018/19 to 2020/21.

76. Support for the Breaking Ground indigenous playwriting festival which supports local and international writers and the broader theatre community to develop and present high quality works, and to present staged reading and talks to residents.

Theatre Awards Trust

77. Amount Requested (per year): $20,000.

78. Current funding (2017/18): new to contract funding, grant of $8,000 on 2017/18.

79. Funded through Arts and Culture Grants previously. The Wellington Theatre Awards are a long standing event that celebrates and highlights the achievements of the theatre community in the previous year. A group of 10 assessors attend every show and meet at the end of the year to decide on the winners. Since they lost their major sponsor in 2015, they have had to rely on volunteer labour from the administration and production staff and have cut back on the major expenses of the event and sought new funders/sponsors.

80. Recommended level of funding $10,000 p.a. for three years 2018/19 to 2020/21.

81. Consolidation of regular Council funding for this annual celebration of local theatre and its practitioners.

The Community Performing Arts Trust

82. Amount Requested (per year): $29,600.

83. New to contract funding. Current Council funding through one-off grants of around $5,000 per event and with some operational support.

84. Funded through Arts and Culture Grants previously. Funding for the delivery of CPAT key projects such as 'Let's Make Work Together' and 'Spring Uprising' has been supported previously. The two main activities bring together a diverse group of practitioners interested in socially conscious work. The programmes were developed by Barbarian Productions and the trust was developed to make them more sustainable and owned by the community. As well as provided space to develop and rehearse the works, the events also bring the community together to critique and support the development process and Spring Uprising also bring social agencies and the arts community together to talk and develop relationships that have the potential to lead to collaborations.

85. Recommended level of funding $23,000 p.a. for three years 2018/19 to 2020/21.

86. Consolidation of regular Council funding of professional development programmes run in Vogelmorn to develop new socially focused work and develop the skills of practitioners

The Orpheus Choir of Wellington Inc.

87. Amount Requested (per year): $25,000.

88. Current funding (2017/18): $15,241 p.a. through ongoing contract other Council support for venue access (via venue subsidy).

89. The Orpheus Choir is a long established organisation that has around 150 members and as well as presenting their own concerts, also is contracted to perform in concerts with the New Zealand Symphony Orchestra and Orchestra Wellington. The Orpheus

Choir present high quality choral works in concert venues and large churches in the city and support the development of young singers through scholarships and also through the contracting of soloists.

90. Recommended level of funding $18,000 p.a. for three years 2018/19 to 2020/21.

91. Support for the management and administration of the choir, development of choral talent and providing high quality choral experiences for residents.

The Wellington Treasure Trust (Litcrawl)

92. Amount Requested (per year): $35,000.

93. New to contract funding. Council funding has been via project grants of up to $9,000 and via the Discretionary Grant Fund in 2017 ($10,000) to support the employment of a part-time director.

94. Litcrawl has grown and developed over the past few years to become a much loved and attended event in the central city. The crawl itself is free to attend (with a koha requested) and held across multiple venues in the city in three sessions. Venues include cafes, bars, bookshops and galleries. Have also added in an extended series at the City Gallery of ticketed sessions with authors and these were popular in the first year and provide additional income for them. Also have good links with international institutions and literary festivals and hosting directors at the last event which led to New Zealand writers being invited to international events and enhancing Wellington's reputation.

95. Recommended level of funding: $27,000 p.a. for three years 2018/19 to 2020/21.

96. Consolidation of regular Council funding for this literary festival which includes free and low cost events, supports the promotion of local authors and develops international connections and opportunities for writers and the broader literary sector.

Wellington Independent Arts Trust

97. Amount Requested (per year): $71,200.

98. Current funding (2017/18): $51,055.

99. The previous contract was to support the Urban Dream Brokerage which acted as a broker between artists and property owners to install art projects into empty retail spaces in the city. In any year this supported around ten projects and created a number of installations, exhibitions or performances that were accessible to the public walking by or those interested in art in unusual spaces. When UDB started there were a lot of empty retail spaces in the city but with the changes in the economy and since the earthquake reduced the commercial stock, the trust have decided to wind up the brokerage and refocus. A part of this new application for contract funding is to pull together information on accessing commercial spaces in an online toolkit for artists to access if they want to work in a space like this. The organisation also wants to hold a symposium and celebration of the brokerage. The main request is to support an embedded artist programme that would match up an artist with a business.

100. Recommended level of funding: one off grant of $15,000.

101. One-off grant to support a package of activity to celebrate, document and share the knowledge developed through the Urban Dream Brokerage which is due to stop this year. Elements of the new programme may be supported via project funding but no ongoing contract is recommended.

Item 2.1

GRANTS SUBCOMMITTEE
31 MAY 2018

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Wellington Regional Orchestra Foundation Inc.

102. Amount Requested (per year): $290,000 and other Council funding via support through the Wellington Regional Amenities Fund. Pilot Arohanui Strings project funded through and additional grant in 2017/18.

103. Current funding (2017/18): $276,809.

104. Council increased its support for the orchestra in the last Long Term Plan and they made significant changes to their pricing and programming in the switch to the MFC, significant increase in subscribers and greater engagement with the local community. As well as the main six concert series, support the Ballet and Opera, deliver family concerts, deliver workshops in schools and participate in events such as CubaDupa as well as Council events such as Kids Magic and New Year's Eve. They work with Sistema programmes in the Hutt and Porirua as well as concerts in these areas (supported separately through the Regional Amenities Fund) and are piloting programmes in two Wellington schools.

105. Recommended level of funding: $280,000 p.a. for three years 2018/19 to 2020/21.

106. Support for city orchestra to deliver performances in the MFC, take part in local events, kids' concerts, educational and accessibility programmes and to support Ballet, Choral and Opera Productions.

Officers

- Felicity Birch, Arts Programme Advisor
- Natasha Petkovic-Jeremic, Manager City Arts and Events
- Mark Farrar, Team Leader Funding and Relationships

Attachments

Attachment 1. Contract funding 2017/2018 ⇩ Page 20

Author	Mark Farrar, Team Leader Funding and Relationships
Authoriser	Jenny Rains, Community Services Manager Barbara McKerrow, Chief Operating Officer

SUPPORTING INFORMATION

Engagement and Consultation
A number of organisations seeking support through our grant programmes have made detailed submissions within the 2018/2028 Long-Term Plan consultation process, particularly in relation to 'the Decade of Culture'.

Treaty of Waitangi considerations
For each of these grant funds there are specific criteria and questions relating to Māori. The Arts and Culture Fund applicants are asked to describe how their project serves to value and increase the visibility of Māori cultural traditions and or contemporary applications.

Financial implications
The Long Term Plan makes provision for community grants in several places:

- 2.1.6 – Community environmental initiatives
- 3.1.4 – Grants and creative workforce
- 4.1.4 – (Arts and) Cultural grants
- 5.2.4 – Grants (Social and Recreation).

The Arts and Culture Fund comes under project (157.1098)

Provision for projects within the Decade of Culture programme references within the recommendations are subject to confirmation of the 2018/2028 Long-Term Plan.

Policy and legislative implications
Council funds have been created to assist community initiatives in line with Council strategy. Council Officers engage and consult widely with a range of groups and organisations before funding applications are made and throughout the assessment process.

Risks / legal
NA

Climate Change impact and considerations
NA

Communications Plan
NA

Health and Safety Impact considered
Projects seeking support from Council are delivered by organisations and groups who are legal entities and responsible for health and safety of the project, events, etc. Many of the projects supported through Arts and Culture funding will be delivered at professional arts venues, galleries and theatres in the city.

Contract Funding

17/18 financial year (1 July 2017 to 30 June 2018)

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Organisation name	*Amount funded 2017/18 (excl GST)*			*Contract term*
	Social	*Cultural*	*Environmental*	
Age Concern Wellington Inc	$30,000			2017-2019
Aro Valley Community Council Inc	$52,780			2016-2019
Arts Access Aotearoa		$23,578		2015-2018
BATS Theatre		$61,383		2015-2018
Be Institute Charitable Trust	$46,280			2016-2019
Berhampore School (Centennial Community Centre)	$43,645			2016-2019
Brooklyn Community Association – Brooklyn Community Centre & Vogelmorn Hall	$80,185			2016-2019
Challenge 2000 Trust	$40,000			2017-2020
Circa Theatre		$76,509		2015-2018
Citizens Advice Bureau Wellington Incorporated	$210,787			2015-2018
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Creative Capital Arts Trust		$121,800		2016-2019
Eastern Southern Youth Trust	$35,000			2017-2018
English Language Partners New Zealand Trust	$18,270			2016-2019
Footnote Dance Trust Board		$20,377		2015-2018
Hataitai Childcare Collective and Community House Inc	$52,000			2017-2019
Island Bay Enhancement Trust		$10,100*[1]		2015-2018
Johnsonville Community Centre	$50,029			2016-2019
Kaibosh	$27,679			2015-2018

Karori Community Centre Inc	$56,840			2016-2019
Katherine Mansfield Birthplace Society		$116,725		2016-2019
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Miramar Peninsula Community Trust	$35,000			2017-2019
New Crossways Community Trust	$46,690			2016-2019
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Newtown Community & Cultural Centre, Playground Hall & Smart Newtown	$199,955			2016-2019
Newtown Festival Trust		$124,189 *2		2016-2017
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Royal New Zealand Ballet		$154,333		2015-2018
Strathmore Park Community Centre Trust	$92,500 *3			2017-2019
Sustainability Trust	$20,503		$30,603	2015-2018
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Te Whanganui-a-Tara Youth Development Trust (Trading as Evolve)	$32,805			2015-2018
Te Whakamura Ai Te Ahi - Downtown Community Ministry	$141,131			2015-2018
Te Whakamura Ai Te Ahi - Ngati Kahungunu ki Poneke Community Services Inc	$175,044			2015-2018
Te Whakamura Ai Te Ahi - Ngati Kahungunu ki Poneke Community Services Inc	$152,250			2016-2019
The Miramar and Maupuia Community Trust Inc	$46,864			2016-2019

The New Zealand Portrait Gallery Trust		$20,300		2016-2019
The Orpheus Choir of Wellington Inc		$15,241		2015-2018
The Wellington Activity Centre Charitable Trust - T/A Te Ara	$37,000			2017-2020
The Wellington Boys' and Girls' Institute	$73,000			2017-2020
The Wellington City Mission (Anglican) Trust Board	$37,931			2015-2018
Thistle Hall Community Trust	$25,375			2016-2019
Toimata Foundation (Enviroschools)	$26,000			2017-2020
Vincents' Art Workshop Inc	$38,956			2015-2018
Volunteer Wellington	$36,540			2016-2019
Wellington Free Ambulance Service Incorporated	$92,264			2015-2018
Wellington Independent Arts Trust T/A Urban Dream Brokerage		$51,055		2015-2018
Wellington Marine Conservation Trust	$40,600			2016-2019
Wellington Night Shelter Trust	$97,389			2015-2018
Wellington Night Shelter Trust	$55,000			2017-2018
Wellington Rape Crisis Incorporated	$20,503			2015-2018
Wellington Regional Orchestra Foundation Inc		$276,829		2015-2018
Wellington Women's Refuge Group Inc	$36,526			2015-2018
Young and Hungry Arts Trust		$20,300		2016-2019
Zeal Education Trust	$50,000	$10,000		2017-2020

*1 Plus an additional $15,000 from Community Events Sponsorship
*2 Plus an additional $30,000 from Community Events Sponsorship
*3 Includes Raukawa Community Centre

GRANTS SUBCOMMITTEE
31 MAY 2018

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

Item 2.2

SOCIAL AND RECREATION FUND: MULTI-YEAR FUNDING 2018/19

Purpose

1. This report seeks Subcommittee approval to allocate multi-year contract funding (from 1 July 2018) through the Social and Recreation Fund.

Summary

2. The Council provides grants to assist community groups and organisations to undertake projects and deliver services that meet community needs. Grants are also a mechanism for achieving the Council's objectives and strategic priorities, especially those priorities that rely on community organisations carrying out specific activities.
3. A range of organisations are funded through multi-year contracts.

Recommendation/s

That the Grants Subcommittee:

1. Receive the information.
2. Agree to the allocation of multi-year contract funding (from 1 July 2018) for applications 2–14, those being the allocations of less than $100,000 as listed below, subject to Social and Recreation funding being available through the 2018/2028 Long-Term Plan.
3. Recommend to the City Strategy Committee that it approves the allocation of multi-year contract funding (from 1 July 2018) for application 1, that being the allocation of greater than $100,000 as listed below, subject to Social and Recreation funding being available through the 2018/2028 Long-Term Plan.

#	Organisation	WCC funding (2017/18)	Amount requested per year, for year 1 (2018/19)	Recommendation	Comments
1	Citizens Advice Bureau Wellington Incorporated	$210,787	$220,000	$103,500	A one off six month grant to provide an opportunity for WELCAB to redefine the way it delivers services. To be responsive to current and future trends in the way people access information and support.
2	Community Law Wellington and Hutt Valley Trust (Wellington Community Law Centre)	$76,866	$79,481	$79,480	Continued support for an important service for Wellington, Offering free legal advice and information including outreach clinics, restorative projects and legal support for community organisations.

3	Community Networks Wellington Inc.	$35,525	$55,500	$45,000	Continued support for important connector across organisations working with community and social service sectors in Wellington.
4	Life Flight Trust	$49,207	$95,000	$50,000	Contribution to important rescue service based at Wellington Airport.
5	Sexual Abuse Prevention Network	NEW to contract	$30,000	$30,000	Consolidation of regular Council funding to provided surety of support for the next three years. Support for prevention and education services working with partners including the hospitality industry and police.
6	Te Whanganui-a-Tara Youth Development Trust (Trading as Evolve)	$32,805	$43,379	$35,000	Continued delivery of support and services to young people identifying as homeless or at risk and other targeted programmes for youth. Two year contract to align with funding of other youth development organisations.
7	The Wellington City Mission (Anglican) Trust Board	$37,931	$120,369*	$40,000	Operational support for City Mission programmes, working with vulnerable people. *Includes 7a ($22,236)
7a	The Wellington City Mission (Anglican) Trust Board	$22,236		$22,950	Allocation of annual Mayoral Relief Fund through one off grants and payments.
8	Vincents' Art Workshop Inc.	$38,956	$69,000	$60,000	Support for open access service providing meaningful activities and programmes for people with disabilities and mental illness. Assist in aligning to living wage.
9	Wellington Free Ambulance Service Incorporated	$92,264	$143,219	$93,000	Continued contribution to provision of a free ambulance service in Wellington.
10	Wellington Rape Crisis Incorporated	$20,503	$40,000	$21,000	Continued support for service supporting survivors of sexual violence and their friends and whānau, fit with Council safety priorities.

11	Wellington Sexual Abuse HELP Foundation	NEW to contract	$59,843	$30,000	Consolidation of regular Council funding to provided surety of support for the next three years. Provide ongoing support for HELP for their work with individuals, families and other support networks- raising awareness of sexual violence and reducing its impact.
12	Wellington Women's Refuge Group Inc.	$36,526	$71,875	$37,000	Continued operational support for Wellington Women's Refuge who provide domestic violence intervention and prevention services.
13	Kaibosh	$27,679	$50,000	$30,000	Continued operational support. Kaibosh provide the link between food industry and community groups that work with people in need, working with volunteers and community organisations.
14	Sustainability Trust	$51,106	$90,000	$25,000	Support for outcomes relating to sustainable food network programme of work – with a focus on urban agriculture projects. Projects that align with the Natural Environment Fund criteria can be applied for through grant funding rounds.
		$732,391		**$701,930**	

Background

4. Grants and funding are included in the Long-Term and Annual Plans to provide an appropriate mechanism for the Council to respond to community groups and organisations that are undertaking projects or delivering services that:
    - Meet a need identified by the community.
    - Align with council's strategic goals and outcomes.
    - Rely to some extent on participation and engagement by community organisations.
5. Organisations and projects are funded through both contracts and contestable grants pools. The contestable pools provide grants that are discretionary, short term and generally project based in nature. The Council also enters into multi-year contracts when it has an interest in ensuring particular activities occur that contribute to Council's strategies or policies.
6. The Strategy and Policy Committee agreed (in April 2005) to a re-configured grants framework in which organisations whose activities directly contribute to Council's strategic or policy goals would be funded through a detailed contractual arrangement a

review of the funding and outcomes achieved at the end of the contract (generally three years).

7. Organisations that are funded through three year contracts are considered sustainable in the long term but need some financial support and some certainty of funding.

8. Organisations funded by the Council through multi-year contracts need to meet the relevant fund criteria (in the case of multi-year contract applications in this paper) Social and Recreation Fund criteria. Funding allocated through multi-year contracts have an inflationary increase applied in subsequent years of the contract. This percentage increase varies from year to year.

9. In addition to meeting criteria:

    - The organisation is well-established and with some Council funding is sustainable in the long-term and a partner relationship is beneficial
    - The organisation is generally regarded as a feature of Wellington's infrastructure or unique sense of place.
    - The Council does not wish to influence its day to day activities but has a strong interest in the outcomes of the organisation and can influence these through results based reporting.
    - Activity has alignment with Council's outcomes and policies.

10. The original information provided through online application has been made available to Councillors.

11. Any recommendations over $100,000 are subject to the approval of the City Strategy Committee on 15 June 2018.

Current multi-year contract funding

12. There are currently 58 organisations funded through multi-year contracts in 2017/18, these deliver on outcomes relating to the respective fund. For a list of all 2017/18 contracts, see **Attachment 1** or also the Wellington City Council website at https://wellington.govt.nz/~/media/services/community-and-culture/funding/files/current-contracts.pdf

13. Within all funding applications, organisations are asked:

    - To provide a three year business plan and budget
    - To demonstrate how they do or will work in partnership with other organisations and the Council
    - To demonstrate how they evaluate their activities
    - Their commitment to the Treaty of Waitangi.

14. All applicants are required to describe how their services relate to Council priorities, as articulated in the existing Long-Term Plan, Triennium Plan and other strategic documents and policies.

15. To ensure funds are used appropriately, detailed funding outcomes form part of the contract with six monthly reporting to Council on activity against agreed outcomes.

16. Recommendations for funding are for funding from 1 July 2018 and subject to approval of the Long-Term Plan 2018/2028 onwards.

17. Three organisations will have applications considered at an additional Grants Subcommittee meeting on 20 June 2018. These are Downtown Community Ministry

Wellington Inc., Ngati Kahungunu ki Poneke Community Services Inc., and the Wellington Night Shelter Trust.

Discussion

Citizens Advice Bureau Wellington Incorporated

18. Amount Requested (per year): $220,000.
19. Current funding (2017/18): $210,787.
20. Citizens Advice Bureau (CAB) Wellington Incorporated requests increased funding for the provision core services across 5 CABs: Central Library and in the Karori, Johnsonville, Kilbirnie and Newtown community centres (collectively WELCAB). Current services include information, advice, support and advocacy to the community. The CABs also provide specialist consumer and employment advice and are funded through the Ministry for Social Development for budgeting services. The CABs host JP services and deliver some settlement support services funded through the Ministry for Business, Innovation and Employment (former Department of Labour).
21. Recommended level of funding: $103,500 as a one-off grant for six months.
22. A one-off six month grant to provide an opportunity for WELCAB to redefine the way it delivers services and to be responsive to current and future trends in the way people access information and support.

Community Law Wellington and Hutt Valley Trust

23. Amount Requested (per year): $79,841.
24. Current funding (2017/18): $76,866 and rental assistance of $6,300 (2017/20).
25. The focus of the previous funding contract (2014/2017) has been on support for community organisations including community centres. The application seeks costs towards a Project Coordinator, Restorative Community Coordinator, outreach clinics and updating the guidelines for community venues and facilities.
26. Recommended level of funding: $79,480 p.a. for three years 2018/19 to 2020/21.
27. Continued support for an important service for Wellington that offers free legal advice and information including outreach clinics, restorative projects and legal support for community organisations.

Community Networks Wellington Inc.

28. Amount Requested (per year): $55,500.
29. Current funding (2017/18): $32,525 and rental assistance of $1,630 (2015-18).
30. Community Networks Wellington (CNW) is the umbrella organisation for 128+ social services providers in Wellington. CNW fosters relationships through regular networking forums, and also works with the Council on a range of policy areas and projects.
31. Recommended level of funding: $45,000 p.a. for three years 2018/19 to 2020/21.
32. Continued support for important connector across organisations working with community and social service sectors in Wellington.

Life Flight Trust

33. Amount Requested (per year): $95,000.
34. Current funding (2017/18): $49,207.

35. Life Flight Trust provide service via three aircraft operating from the Life Flight Air Rescue Centre at Wellington Airport.

36. Recommended level of funding: $50,000 p.a. for three years 2018/19 to 2020/21.

37. Contribution to important rescue service based at Wellington Airport.

Sexual Abuse Prevention Network

38. Amount Requested (per year): $30,000.

39. Previous support: Social: co-ordinator wages $10,000 (2017/18 and 2016/17), $15,000 (2015/16) and rental assistance of $4,600 (2014/15).

40. Sexual Abuse Prevention Network (SAPN) provides prevention initiatives to reduce sexual violence. This is governed by sexual violence survivor support agencies, Wellington Rape Crisis and Wellington Sexual Abuse HELP Foundation and one agency that works with sexual offenders, WellStop.

41. Recommended level of funding: $30,000 p.a. for three years 2018/19 to 2020/21.

42. Consolidation of regular Council funding to provide certainty of support for the next three years. Support for prevention and education services working with partners including the hospitality industry and police.

Te Whanganui-a-Tara Youth Development Trust (Trading as Evolve)

43. Amount Requested (per year): $43,379.

44. Current funding (2017/18): $32,805. Focus for current contract was as part of Te Whakamura and their specific involvement in the street outreach team working with young people identifying as homeless or at risk.

45. Provides 'wrap around' services for at risk youth through a one-stop-shop network with an emphasis on co-ordination of services around a young person. Evolve is expanding the social services it offers to ensure it is giving young people the agency to have their voices heard in decision making through the creation of their Youth Advisory Group. This will be made of a group of young people who do not usually have the opportunity to have their voices heard. This request also includes Youth Driver Licence Scheme, extending their current Learners Licence scheme to high need areas like Strathmore Park and Mt Cook as well as offering a Restricted Licence programme.

46. Recommended level of funding: $35,000 p.a. for **two** years 2018/19 to 2019/20.

47. Continued delivery of support and services to young people identifying as homeless or at risk and other targeted programmes for youth. The two-year contract aligns with funding of other youth development organisations supported by Council.

The Wellington City Mission (Anglican) Trust Board

48. Amount Requested (per year): $120,369.

49. Current funding (2017/18): $37,931 for services and $22,236 for Mayoral Relief Fund.

50. Previous funding via three year funding contract to support programmes for seniors, youth etc. Request seeks increased funding to support salary costs for 3 roles/front line staff: Consumer Advocate (full annual cost), Drop In Centre Coordinator (0.5 annual cost), Foodbank and Volunteer Coordinator.

51. Recommended level of funding: $40,000 p.a. for three years 2018/19 to 2020/21.

52. Operational support for City Mission programmes, working with vulnerable people.

The Wellington City Mission (Anglican) Trust Board

53. Amount Requested (per year): $120,369.
54. Current funding (2017/18): $22,236 to run the Mayoral Relief Fund on Council's behalf.
55. Through the Mayoral Relief Fund, this is run on Council's behalf, providing one off emergency finance with wraparound support through mission services/programmes.
56. Recommended level of funding: $22,950 p.a. for Mayoral Relief Fund for three years 2018/19 to 2020/21.
57. Allocation of annual Mayoral Relief Fund through one-off grants and payments.

Vincents' Art Workshop Inc.

58. Amount Requested (per year): $65,000.
59. Current funding (2017/18): $38,956 and rental assistance of $10,000 (2017/20) for their new base in Willis Street Village.
60. Request for increase in funding to cover operational costs, and for increased salary costs for tutors and coordinators to align with living wage. For thirty-three years Vincents has worked to provide meaningful activities to people who are vulnerable in Wellington. It has a philosophy of inclusion where all people are welcome, helping people with disabilities or a mental illness to feel that they are not isolated or excluded from their city. The service is free to all people. Between July 2017 and April 2018 they recorded a total of 425 people who were registered and had an active Art Plan. 190 of those people had a disability or a mental illness.
61. Recommended level of funding: $60,000 p.a. for three years 2018/19 to 2020/21.
62. Support for open access service providing meaningful activities and programmes for people with disabilities and mental illness.

Wellington Free Ambulance Service Incorporated

63. Amount Requested (per year): $143,219.
64. Current funding (2017/18): $92,264.
65. Seeking increase in support, current level of funding is $0.48 cents per head of population which is in line with other Councils in the region. Application for $0.75 cents per head. WFA receives Government funding from the Ministry of Health, ACC, and DHBs which equates to approximately $20 million p.a.. Other funding comes from events medic coverage and their relationship with Whitireia.
66. Recommended level of funding: $93,000 p.a. for three years 2018/19 to 2020/21.
67. Continued contribution to providing a free ambulance service in Wellington.

Wellington Rape Crisis Incorporated

68. Amount Requested (per year): $40,000.
69. Current funding (2017/18): $20,530 also rental assistance of $10,000 (2016-19).
70. Request for $40,000 towards overheads to assist with services delivery over the next three years. Wellington Rape Crisis helps to improve the wellbeing of the Wellington community as a whole by delivering safe and effective support to survivors of sexual violence and their friends and whānau, along with providing education on prevention. Their work aims to address the issue of sexual violence in our communities, and increase the safety of clients.

71. Recommended level of funding: $21,000 p.a. for three years 2018/19 to 2020/21.

72. Continued support for service supporting survivors of sexual violence and their friends and whānau, fit with Council safety priorities.

Wellington Sexual Abuse HELP Foundation

73. Amount Requested (per year): $59,843.

74. Current Council support has been through grants, generally for operational costs (support for salaries) of $8,000 (in 2016/17) and $9,000 (in 2015/16), plus rental assistance of $6,300 (2017/20).

75. HELP works with individuals, families and other support networks to raise awareness of sexual violence and reduce its impact in families and the community through: counselling & social work support, 24/7 crisis intervention, prevention, education and professional development programmes, cooperation with other service providers, both government and non-government.

76. Recommended level of funding: $30,000 p.a. for three years 2018/19 to 2020/21.

77. Consolidation of regular Council funding to provided certainty of support for the next three years. Provide ongoing support for HELP for their work with individuals, families and other support networks, raising awareness of sexual violence and reducing its impact.

Wellington Women's Refuge Group Inc.

78. Amount Requested: $71,875 (per year).

79. Current funding (2017/18): $36,526. The contract provides operational support for services, also supported with rental assistance at $10,000 (2016/19).

80. Request for to support on-going costs provides domestic violence intervention and prevention services comes under the strategic, Wellington Women's Refuge work closely Māori Women's Refuge (Te Whare Roki Roki) with whom they are co-located and share an afterhours crisis line, training, coordination and supervision of volunteers.

81. Recommended level of funding: $37,000 p.a. for three years 2018/19 to 2020/21.

82. Continued operational support for Wellington Women's Refuge who provide domestic violence intervention and prevention services.

Kaibosh

83. Amount Requested (per year): $50,000.

84. Current funding (2017/18): $27,679 and are also supported with rental assistance at $5,300 (2015/18).

85. Kaibosh's mission is to be the link between the food industry and community groups that work with people in need. They collect quality surplus food from producers and retailers and redistribute it to charities and community groups that work with disadvantaged and marginalised members of the community, sourcing food from 40 regular donors and redistributing it among 65 separate community groups across Greater Wellington. Increased request for support towards operational costs.

86. Recommended level of funding: $30,000 p.a. for three years 2018/19 to 2020/21.

87. Continued operational support. Kaibosh provide the link between food industry and community groups that work with people in need, working with volunteers and community organisations.

Sustainability Trust

88. Amount Requested (per year): $90,000.

89. Previous contract funding split across Environmental via the Natural Environment Fund and Social and Recreation Fund. Current funding (2017/18) comprises $30,603 from Natural Environment and $20,503 from Social and Recreation. Also received separate project funding from the WCC Waste Minimisation Fund waste levy ($30,580) in 2017/18 and support through the 'Warm Up Wellington' project ($40,000 p.a.).

90. Sustainability Trust are seeking increased 'core funding' helping people create warmer homes and reduce their impact on the environment. Focus of contract has been on social outcomes, primarily sustainable food/urban agriculture since criteria for Natural Environment Fund has shifted to nature and priorities relating to 'Our Natural Capital'.

91. Recommended level of funding; $25,000 p.a. for three years 2018/19 to 2020/21.

92. Support for outcomes relating to sustainable food network programme of work with a focus on urban agriculture projects. Projects that align with the Natural Environment Fund criteria can be applied for through grant funding rounds.

Officers

- Jenny Rains, Manager Community Services
- Mark Farrar, Team Leader Funding and Relationships
- Amanda Hereaka, Funding Advisor

Attachments

Attachment 1. Contract funding 2017/18 ⇩ Page 33

Author	Mark Farrar, Team Leader Funding and Relationships
Authoriser	Jenny Rains, Community Services Manager Barbara McKerrow, Chief Operating Officer

Item 2.2

GRANTS SUBCOMMITTEE
31 MAY 2018

Absolutely Positively Wellington City Council
Me Heke Ki Pōneke

SUPPORTING INFORMATION

Engagement and Consultation
A number of organisations seeking support through our grant programmes have made detailed submissions within the 2018/2028 Long-Term Plan consultation process.

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Financial implications
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Policy and legislative implications
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Risks / legal
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Communications Plan
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Contract Funding
17/18 financial year (1 July 2017 to 30 June 2018)

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Me Heke Ki Pōneke

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Te Whakamura Ai Te Ahi - Ngati Kahungunu ki Poneke Community Services Inc	$152,250			2016-2019
The Miramar and Maupuia Community Trust Inc	$46,864			2016-2019

The New Zealand Portrait Gallery Trust		$20,300		2016-2019
The Orpheus Choir of Wellington Inc		$15,241		2015-2018
The Wellington Activity Centre Charitable Trust - T/A Te Ara	$37,000			2017-2020
The Wellington Boys' and Girls' Institute	$73,000			2017-2020
The Wellington City Mission (Anglican) Trust Board	$37,931			2015-2018
Thistle Hall Community Trust	$25,375			2016-2019
Toimata Foundation (Enviroschools)	$26,000			2017-2020
Vincents' Art Workshop Inc	$38,956			2015-2018
Volunteer Wellington	$36,540			2016-2019
Wellington Free Ambulance Service Incorporated	$92,264			2015-2018
Wellington Independent Arts Trust T/A Urban Dream Brokerage		$51,055		2015-2018
Wellington Marine Conservation Trust	$40,600			2016-2019
Wellington Night Shelter Trust	$97,389			2015-2018
Wellington Night Shelter Trust	$55,000			2017-2018
Wellington Rape Crisis Incorporated	$20,503			2015-2018
Wellington Regional Orchestra Foundation Inc		$276,829		2015-2018
Wellington Women's Refuge Group Inc	$36,526			2015-2018
Young and Hungry Arts Trust		$20,300		2016-2019
Zeal Education Trust	$50,000	$10,000		2017-2020

*1 Plus an additional $15,000 from Community Events Sponsorship
*2 Plus an additional $30,000 from Community Events Sponsorship
*3 Includes Raukawa Community Centre