

Absolutely Positively  
**Wellington City Council**

Me Heke Ki Pōneke

# Ordinary Meeting of Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee Rārangi Take | Agenda

9:30am Rāpare Thursday, 29 Pīpiri June 2023

Ngake (16.09)

Level 16, Tahiwī

113 The Terrace

Pōneke | Wellington



## **MEMBERSHIP**

Mayor Whanau  
Deputy Mayor Foon  
Councillor Abdurahman  
Councillor Apanowicz (Deputy Chair)  
Councillor Brown  
Councillor Calvert  
Councillor Chung  
Councillor Free  
Councillor Matthews (Chair)  
Councillor McNulty  
Councillor O'Neill  
Councillor Pannett  
Councillor Paul  
Councillor Randle  
Councillor Wi Neera  
Councillor Young  
Pouiwi Hohaia  
Pouiwi Kelly

### **Have your say!**

*You can make a short presentation to the Councillors, Committee members, Subcommittee members or Community Board members at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 04-803-8337, emailing [public.participation@wcc.govt.nz](mailto:public.participation@wcc.govt.nz) or writing to Democracy Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number, and the issue you would like to talk about. All Council and committee meetings are livestreamed on our YouTube page. This includes any public participation at the meeting.*

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## AREA OF FOCUS

The Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee has responsibility for:

- 1) Long-term planning and annual planning.
- 2) Financial and non-financial performance oversight in relation to the long-term plan and annual plan.
- 3) Financial oversight.
- 4) Procurement policy.
- 5) Non-strategic asset investment and divestment as provided for through the long-term plan (recommending to Council where matters are not provided for in the long-term plan).
- 6) Council-controlled Organisation oversight and performance.
- 7) Council-controlled Organisation director review and appointments.
- 8) WellingtonNZ oversight and performance.
- 9) Approve asset management plans.

To read the full delegations of this committee, please visit [wellington.govt.nz/meetings](https://wellington.govt.nz/meetings).

**Quorum:** 9 members



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# 1. Meeting Conduct

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## 1.1 Karakia

The Chairperson will open the meeting with a karakia.

<b>Whakataka te hau ki te uru,</b>	Cease oh winds of the west
<b>Whakataka te hau ki te tonga.</b>	and of the south
<b>Kia mākinakina ki uta,</b>	Let the bracing breezes flow,
<b>Kia mātaratara ki tai.</b>	over the land and the sea.
<b>E hī ake ana te atākura.</b>	Let the red-tipped dawn come
<b>He tio, he huka, he hauhū.</b>	with a sharpened edge, a touch of frost,
<b>Tihei Mauri Ora!</b>	a promise of a glorious day

At the appropriate time, the following karakia will be read to close the meeting.

<b>Unuhia, unuhia, unuhia ki te uru tapu nui</b>	Draw on, draw on
<b>Kia wātea, kia māmā, te ngākau, te tinana, te wairua</b>	Draw on the supreme sacredness To clear, to free the heart, the body and the spirit of mankind
<b>I te ara takatū</b>	
<b>Koia rā e Rongo, whakairia ake ki runga</b>	Oh Rongo, above (symbol of peace)
<b>Kia wātea, kia wātea</b>	Let this all be done in unity
<b>Āe rā, kua wātea!</b>	

## 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 31 May 2023 will be put to the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance 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 Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.***

The Chairperson shall state to the meeting:

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.

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The item may be allowed onto the agenda by resolution of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.

***Minor Matters relating to the General Business of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.***

The Chairperson shall state to the meeting that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance 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 31.2 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.

Requests for public participation can be sent by email to [public.participation@wcc.govt.nz](mailto:public.participation@wcc.govt.nz), by post to Democracy Services, Wellington City Council, PO Box 2199, Wellington, or by phone at 04 803 8334, giving the requester's name, phone number and the issue to be raised.



## 2. General Business

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### CCO FINAL STATEMENTS OF INTENT 2023/24

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#### Kōrero taunaki | Summary of considerations

##### Purpose

1. This report to Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee is to note the final Statements of Intent for the 2023/24 financial year from the Basin Reserve Trust, Karori Sanctuary Trust (Zealandia), Wellington Cable Car Limited, Wellington Museums Trust (Experience Wellington), Wellington Regional Economic Development Agency (WellingtonNZ), Wellington Regional Stadium Trust (Sky Stadium) and the Wellington Zoo Trust.

##### Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy

##### Strategic alignment with priority objective areas from Long-term Plan 2021–2031

- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

##### Relevant Previous decisions

##### Financial considerations

- Nil       Budgetary provision in Annual Plan / Long-term Plan       Unbudgeted \$X

##### Risk

- Low       Medium       High       Extreme

Author	Jamie Crump, Manager CCO Partnerships & Planning
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer

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## **Taunakitanga | Officers' Recommendations**

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

1. **Receive** the information.

## **Whakarāpopoto | Executive Summary**

1. The Statement of Intent (SOI) process is the opportunity for Council to annually outline its expectations for each of its Council-controlled Organisations (CCOs), and ensure the service being received is aligned to Council's strategic priorities and is responding appropriately to the challenges and opportunities of the current environment. CCOs respond accordingly with their strategic focus areas, priority activities, financials and KPIs for the new financial year.
2. Draft SOIs for the 2023/24 financial year were considered by Council at the April 19<sup>th</sup> workshop with Councillors, with feedback provided in line with the Local Government deadline of 1 May.
3. Final SOIs have been received from our CCOs.

## **Takenga mai | Background**

4. 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, and final SOIs by 30 June.
5. SOIs are informed by Statements of Expectation (SOEs). This year Council invited each CCO to respond to how its mahi is helping Council activate relevant strategic priorities; the Long-Term Plan, Tūpiki Ora and Takai Here, Te Atakura: First to Zero, Aho Tini 2030 – Arts, Culture and Creativity Strategy, Strategy for Children and Young People, Economic Wellbeing Strategy and the Accessible Wellington Action Plan. Each CCO was also provided with specific expectations relating to their organisation.
6. The SOEs for each CCO were agreed by the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee on 15 December 2022.
7. Draft SOIs for the 2023/24 financial year were considered by Council at the April 19<sup>th</sup> workshop with Councillors. Formal feedback was provided to CCOs following the workshop.
8. The final SOI for Wellington Water Limited will be considered by the Kōrau Tūāpapa | Environment and Infrastructure Committee.










## **Kōrerorero | Discussion**

9. All final SOIs have been reviewed and respond positively to the specific feedback provided, with each CCO making the requested amendments.
10. The Wellington Museums Trust (Experience Wellington) and Wellington Zoo Trust are both forecasting deficits (NB: these deficits have reduced from the deficits forecast in their draft SOIs) that will potentially require Council support to cover the deficits.
11. As it is still challenging to predict visitor numbers in a post COVID environment, and in addition for Experience Wellington who have significant disruption occurring to the City Gallery due to the Te Ngākau project, Council will carry these potential deficits as risks in its 2023/24 budget. This was also the approach taken in 2022/23.

## Ngā mahinga e whai ake nei | Next actions

- Note the final Statements of Intent. The progress of these will be reported back on quarterly, as part of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee

### Attachments

Attachment 1.	Basin Reserve Trust 2024 SOI FINAL <a href="#">↓</a> 	Page 12
Attachment 2.	Basin Reserve Trust 2024 Financials FINAL <a href="#">↓</a> 	Page 23
Attachment 3.	Cable Car 2024 SOI FINAL <a href="#">↓</a> 	Page 29
Attachment 4.	Experience Wellington 2024 SOI FINAL <a href="#">↓</a> 	Page 47
Attachment 5.	Sky Stadium 2024 SOI FINAL <a href="#">↓</a> 	Page 81
Attachment 6.	Wellington Zoo 2024 SOI FINAL <a href="#">↓</a> 	Page 108
Attachment 7.	WellingtonNZ 2024 SOI FINAL <a href="#">↓</a> 	Page 144
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Attachment 9.	ZEALANDIA 2024 Financials FINAL <a href="#">↓</a> 	Page 216

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**Basin Reserve Trust**

**2023-24 Statement of Intent**

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## 1. Introduction

The Basin Reserve: *Our Village Green* – It is the Basin Reserve Trust and Wellington City Council’s vision that the Basin Reserve is highly valued as a public reserve of unique character and is recognised as the premier international cricket venue in New Zealand. The journey to this point has been years in the making with the 1884 Trust Deed conveying the area to the Wellington City Council in Trust so that the Basin Reserve would be “*forever used for the purposes of a cricket and recreation ground by the inhabitants of the City of Wellington*”. In 1998, the Basin Reserve was listed as a Heritage Area, becoming the first sports ground to receive such a designation, and further enhancing its heritage and recreational significance to Te Whanganui-a-Tara.

Today, the Basin Reserve has seen more New Zealand Test matches, and Test victories, than any other ground. It has also been the venue for some of the most remarkable performances in our cricketing history; from JR Reid’s 15 sixes in a first-class innings, to Martin Crowe and Andrew Jones’ World Record partnership of 467 in 1991, and Brendon McCullum’s historic score of 302 in 2014. But the ground not only hosts cricket games, but sporting fixtures of every variety. It has hosted national events and competitions including VE Day celebrations, Royal Tours, exhibitions, Scout jamborees, concerts, and festivals.

The Basin Reserve Trust (BRT) plays a role in contributing to the Wellington City Council 2021-2031 long-term plan and we understand our role in the vision for “*Wellington 2040 – an inclusive, sustainable, and creative capital for people to live, work and play*”. The Trust actively supports the four community outcomes of the long-term strategy and maintain an ongoing alignment to the Council’s strategic direction and statement of expectations.

The Statement of Intent outlines the activities and intentions of the Basin Reserve Trust for the three-year period from 1 July 2023 to 30 June 2024. It details the BRT’s approach to governance and contains financial information, including the annual budget.

## 2. Objectives

The objectives of the trust are stated in the Trust Deed as agreed between the Wellington City Council and the BRT and are highlighted below:

1. 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
2. to establish a long-term policy for the further development 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;
3. to enter into management agreements and other contracts that are necessary or desirable to achieve the objects of the Trust;
4. to promote and co-ordinate the raising of funds to assist the management, administration, maintenance planning, promotion, and further development of the Basin Reserve;
5. 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;
6. to operate as a successful undertaking, managed on a not-for-profit basis.
7. to preserve and enhance the significant and recognised heritage value of the Basin Reserve.

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

### 3. 2023-24 Activities

In-line with the objectives of the Trust Deed, the BRT will focus on the following initiatives in 2023-24;

#### Events and Functions

Following the general event disruption caused by COVID-19, the BRT has successfully rebuilt its event and function offering. During the 2023-24 reporting cycle, the BRT will provide a diverse range of offerings that are quickly become well established fixtures on the Wellington events calendar. In total approximately 77 event days, 100 practice days and 60 functions will be delivered making the Basin a highly used space for the city.

An overview of the wide range of events that are planned for 2023-24 are outlined below:

#### Community and other Sport Events:

The BRT is proud to be a venue for everyone and key events for 2023-24 include:

- **Junior Rugby and Football** – partnerships with Wellington Rugby and Capital Football and now well established with the Basin Reserve serving to provide these two codes with three well used junior rugby and girls' junior football fields that enable each sport to play nine junior games each weekend throughout winter.
- **Beers at the Basin** – the popular festival that showcases Wellington's craft beer industry will continue to be a summer feature on the Basin's busy event calendar.
- **Summer Sessions at the Basin** – following a successful inaugural Summer Sessions at the Basin in March 2023, this food and wine festival is back for 2024. Much like Beers and the Basin the BRT is looking to establish this event as a regular fixture in February / March each year with Beers at the Basin operating annually in November.
- **Community Cricket** – a wide range of community cricket events will be held including various club competitions finals, the boys and girls Primary School and Secondary School finals, Governor General's XI fixtures and junior cricket field days.
- **Ethnic Community Festival** – Cricket Wellington has established an Ethnic Community Festival that brings culture, music, food and cricket together. This is primarily targeted at youth.

The Trust remains committed to increasing and diversifying the utilisation of the Basin Reserve and will continue to seek opportunities to increase usage of the venue by community and corporate groups, other sports organisations, and event hirers to drive the utilisation of the Basin Reserve as a function venue of choice.

#### Functions

The BRT has contracted Black and Gold Events to manage and promote the Norwood Room and Long Room in the RA Vance Stand as a venue for conferences, meetings, weddings, celebrations, Christmas functions or team building workshops. In total, 60 functions are expected to be hosted at the venue for 2023-24.

#### Domestic Cricket

The Basin Reserve is the home of Cricket Wellington and the home ground of the Wellington Firebirds in the Plunket Shield, Ford Trophy and Men's Super Smash, as well as the Wellington Blaze in the Hallyburton Johnston Shield and Women's Super Smash. The Basin also accommodates Cricket Wellington development teams. The Basin is planning to host 56 days of cricket events, with 100 days of use planned for the practice facilities.

#### International Cricket

In partnership with Wellington NZ and Cricket Wellington, the BRT is bidding to host both White Ferns and Blackcaps international games during the 2023-24 summer. The prized games to secure are a white-ball fixture for the White Ferns vs England (March / April 2024) and a Blackcaps Test Match vs Australia (March 2024).

Critically, The Trust has identified that securing international cricket fixtures is crucial for generating revenue and ensuring the ground remains at the forefront for New Zealand Cricket as a venue of choice. Future investment in facilities and general upgrades need to be considered in alignment with enhancing the venue as a modern cricket facility that is fit for purpose for hosting international cricket.

#### **Capital Projects**

The major redevelopment of the Basin Reserve is into the final stages. Throughout the 2023 winter, the BRT will work with Wellington City Council to upgrade the internal picket fence and sightcreens. Critical additional storage will be added and the Trust will work to implement recommendations from an independent security report to enhance the safety of the venue.

Installation of permanent camera platforms are also being investigated in partnership with New Zealand Cricket and their new broadcast partner TVNZ. Permanent camera platforms as opposed to the temporary structures that are erect each summer have a significantly reduced footprint; they will provide a revenue opportunity (advertising) for the Trust and will also enhance the Basin's ability to secure international cricket (by reducing costs to the broadcast partner).

#### **Sponsorship and Fundraising**

The BRT remains committed to assisting with fundraising and sponsorship, while remaining dedicated to exploring further commercial opportunities for the venue generally.

Key opportunities that the BRT are progressing:

- **Naming Rights Partner** – the Trust will enter the final year of its naming right partnership with Cello and will begin positive renewal conversations. It is anticipated that the relationship will be extended for a further two years.
- **Digital Billboards** – the Trust have signed an Agreement to Licence are also investigating digital billboard opportunities at the Basin Reserve to grow a more sustainable revenue base that would provide the BRT with additional income to support the redevelopment and on-going maintenance

The Trust will report on progress each quarter.



**Cricket Wellington and The New Zealand Cricket Museum**

The Basin Reserve is the home of Cricket Wellington, the Regional Sports Organisation for cricket in Wellington, and the New Zealand Cricket Museum. The Old Pavilion Stand is home to the Cricket Wellington offices and the national Cricket Museum, which officially reopened in December 2021. The New Zealand Cricket Museum records the history of cricket and tells the story of the Basin Reserve through its newly developed and modernised storytelling and displays.

The Trust recognises the significance of being the home of the New Zealand Cricket Museum as it aligns with the Council’s objective of having fit-for-purpose community, creative and cultural spaces. The Museum is a place where people can come to connect, develop, and express their arts, culture, and heritage. This drives additional and diverse visitation to the venue via private group tours, educational school trips, cricket match day experiences and will be open every Sunday to the public.

**Wellington Regional Stadium Trust (WRST) Turf Services Partnership**

The BRT will continue to work in partnership with the WRST to ensure that the Basin reserve outfield, wicket blocks and practice wickets. A significant proportion of the operating grant provided to the BRT from Wellington City Council covers the costs associated with the Turf Services Agreement between the BRT and WRST which are costs that continue to increase year on year.

**4. Strategic Alignment to WCC**

The BRT aligns its strategic and service delivery to Wellington City Council in the following ways:

Strategy	BRT Alignment
Tupiki Ora and Takai Here	<p>The Trust is committed to being an exemplary partner in championing the Māori strategic objectives. We are dedicated to building our relationship with the city’s two mandated mana whenua organisations, and actively contributing to the realisation of the Māori well-being strategy in partnership with the Council and other CCO’s. The Trust is dedicated to being on the waka and supporting the key pillars identified, while also being acutely aware that we must respect the journey and develop trusted relationships with our mana whenua partners.</p> <p>The Trust propose the following focus areas for 2023-24:</p> <ul style="list-style-type: none"><li>· Align with the Te Tauihu – to reo Maori Policy to update all venue signage</li><li>· Collaborate with WCC City Design Project and mana whenua partners to tell the story of the Basin and reflect its cultural heritage visibly in venue</li><li>· Partner with events at the venue to ensure inclusion of te reo Maori i.e., cricket event days</li><li>· To work with Cricket Wellington to embrace WCC’s Whare Kura learning management system as the key mechanism for Cricket Wellington staff to ne upskilled in Te Reo Māori and Te Tiriti training</li><li>· To work with Wellington Regional Stadium Trust and Cricket Wellington to leverage WCC’s Rangatahi programme to provide Maori will potential career opportunities</li></ul>

Te Atakura - First to Zero	The BRT was first awarded the Toitu Carbon Zero status on 19 December 2019 and will ensure that we remain a carbon zero footprint venue to contribute to the Council’s aim of being a zero-carbon capital by 2050. This includes the introduction of bike storage areas at the venue, promotion of scooters and e-bikes as a form of transport to events, and being an advocate for key actions within the Te Atakura First to Zero plan
Aho Tini 2030 – Arts, Culture and Creativity Strategy	In addition to the continued partners with the New Zealand Cricket Museum and various arties performing at the Basin’s well established summer festivals, the Trust will play an active role in WCC Civic Performance Venues project and through this work identify any suitable opportunities that may exist for the arts and culture sector to better utilise the Basin’s assets.
Strategy for Children and Young People	The BRT will ensure it aligns with the strategy for Children and Young People by ensuring the venue is a safe place at all times, specifically by partnering with events that focus on our youth
Economic Wellbeing Strategy	The Trust will support the Council regarding the development and implementation of new strategies in the areas of economic wellbeing
Accessible Wellington, The Accessible Journey Action Plan 2019	The BRT will continue to support the Accessible Wellington, The Accessible Journey Action Plan 2019, and continue to allow free lounge access to the Basin Reserve Long Room on match days. Advancing our commitment to the plan, the Trust will support Cricket Wellington through achievement of the Rainbow Tick diversity and inclusion certification process

#### **Our Strategic Relationship**

The Trust expects to be involved with the strategic development of the venue, in particular the investment in the development/upgrade of key infrastructure in venue and involvement with the annual asset management plan. The Trust intends to play an active role in the CCO collective and understands our position in supporting other CCO strategies and objectives.

#### **5. Specific Expectations**

As a leading CCO, the BRT will work closely with Wellington City Council to support the vision for Wellington 2040: *An inclusive, creative capital where people like to live – inclusively and sustainably*, with the following initiatives:

<b>Strategy</b>	<b>BRT Alignment</b>
Asset Management Plan	The Trusts anticipates that for the 2023/24 reporting year WCC will have in place an Asset Management Plan for the Basin that will set out expectations and timelines enabling the BRT to ensure that the Basin’s infrastructure is adequately maintained. After significant capital investment in recent years, the BRT views this a critical project for WCC to finalise and then work with the Trust to deliver
Zero-carbon and zero-waste	The BRT will continue to support the Wellington Region Waste Management and Minimisation Plan in conjunction with venue caterers and hirers. This includes utilising specific bins

	throughout the venue for recycling, glass, and general waste, as well as using a specific bin for grass waste. Furthermore, we now adhere to the Solid Waste Management and Minimisation Bylaw for events of 1,000 people or more. Additionally, we will continue to align with Black and Gold to minimise waste generally, which has seen a significant reduction in plastic waste due to vendors using compostable packaging and the introduction of goblets to replace plastic cups at events
Let's Get Wellington Moving	The Trust is committed to working with the Council to support the Let's Get Wellington Moving plans and recognise our influence in the development of the project. The Trust will engage constructively with the programme to ensure that the interests of the Basin Reserve are well understood and protected as options are developed for the route encompassing the venue. The Trust will advocate for the protection of the venue in its entirety and that all plans account for little disruption and/or change to the facilities and its surrounds. The Basin Reserve is an icon for the city, and all plans must respect the history and heritage of the venue
Walking and cycling network	The BRT is playing an active role in supporting the Newtown to City cycleway project that passes through the Basin Reserve. This includes the Commonwealth walkway improvements as well as appropriate signage and safety measures for a mixed pedestrian and cycle area

## 6. Performance Targets

In-line with Wellington City Councils 2021-31 Ten Year Plan, the BRT aims to deliver the following performance measures for 2023-24:

Measure	2022-23 Forecast	2023-24 Q1	2023-24 Q2	2023-24 Q3	2023-24 Q4	2023-24 Total
<b>Quarterly Targets</b>						
Community Events Days	2	0	1	1	0	2
Cricket Events Days	39	0	26	30	0	56
Other Sports Events Days	22	8	0	0	14	24
Practice facility usage (Days)	100	15	45	40	0	100
Functions*	80	15	15	15	15	60

\*Measured as number of functions held at the venue, not as days as per other performance targets

Measure	2023-24 Forecast
Numbers attending events*	45,000
Event Income (\$) –	418

Measure	2023-24 Forecast
Council Operating Grant ^ (\$)	764,548
Cash Subsidy (grant) per attendance (\$)	16.98

^includes turf management fee

## 7. Governance

The Trust Deed establishes the BRT under the Charitable Trusts Act 1957 for the purposes of managing and administering the Basin Reserve. Wellington City Council has appointed the BRT to manage the Basin Reserve under a Management Deed (relating to the Basin Reserve). These two key documents set out how the BRT will govern the Basin Reserve.

The BRT is governed by a Board comprising four Trustees, two appointed by Cricket Wellington and two by Wellington City Council. The Board meet at least four times a year and appoint subcommittees as it deems appropriate to fulfil its obligations. The Trustees set the strategic direction for the BRT and approve the Statement of Intent and Annual Business Plan. The Trustees monitor the organisational performance and ensure that the Trust has appropriate policies and procedures to mitigate its risks (including compliance with the Health and Safety at Work Act 2015).

### Trust Membership

- Alan Isaac (Chair) (appointed by Wellington City Council)
- Councillor John Apanowicz (appointed by Wellington City Council)
- Mike Horsley (appointed by Cricket Wellington)
- John Greenwood (appointed by Cricket Wellington)

### 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 and will provide an update to Council by 30 September 2023. 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). Additionally, the Trust Board will supply the Council with a skills matrix in 31 March 2023.

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.

## 8. Finance

The budget is generally conservative which is developed on the basis of breaking even and in line with the activity outlined in this document.

**Analysis**

The following are the key details and assumptions for the budget that results in a operating loss of \$146,952 for the 2023/24 financial year.

**Revenue** - \$1,072,948 is forecast in the budget.

Revenue	Forecast 2022-23*	Forecast 2023-24	Comment
<b>Council Funding</b>	\$735,150	\$764,548	
<b>Sale of goods and services</b>	\$424,550	\$301,800	One Test match in 23/24
<b>Interest</b>	\$6,250	\$6,600	N/A
<b>Total</b>	\$1,165,950	\$1,072,948	

\*Forecast until end of FY2022-23

**Expenditure**

Expenditure of \$1,219,900 is included within the budget.

Expenses	Forecast* 2022-23	Forecast 2023-24	Comment
<b>Depreciation</b>	\$95,000	\$84,000	
<b>Costs relating to providing goods and services</b>	\$906,000	\$975,870	Increase in turf services costs with WRST
<b>Other expenses</b>	\$175,230	\$160,030	
<b>Total</b>	\$1,176,230	\$1,219,900	

The expense side of the budget has been developed based on business as usual and a realistic estimate of the costs associated with operating the BRT.

**Capital Expenditure**

Capital Expenditure is forecast at \$90k.

**Cashflow**

Cashflow varies throughout the year as key revenues from grants are received quarterly.

**Risks**

The main financials risks are as follows:

- Inability to host Beers at the Basin and Summer Sessions at the Basin
- Concession agreement with Black and Gold is terminated
- Inability to secure international cricket fixtures
- The domestic cricket season doesn't proceed as planned
- Increased repairs and maintenance are required
- Continued disruption to events due to COVID-19

**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.

**Estimate of commercial value of stakeholder's investment**

N/A

## **ACCOUNTING POLICIES**

### **BASIN RESERVE TRUST STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 30 JUNE 2024**

#### **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. To support this assumption, the Trust has relied on a Letter of Comfort received from the WCC, stating that "the Council will provide such support where necessary to maintain financial viability".

##### ***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. 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 2024**

**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 recognised.

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 the 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	4 to 45.5 years	(2.20% to 25.20%)
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 2024**

**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 PERIODS ENDING**


	FYE 30-Jun-23	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	FYE 30-Jun-24	FYE 30-Jun-25	FYE 30-Jun-26
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenue</b>								
Council funding	735,150	382,274	-	382,274	-	764,548	799,564	828,348
Grants other	-	-	-	-	-	-	-	-
Sale of goods and services	424,550	63,300	55,900	165,800	16,800	301,800	380,000	400,000
Interest revenue	6,250	1,650	1,650	1,650	1,650	6,600	6,000	6,000
<b>Total Revenue</b>	<b>1,165,950</b>	<b>447,224</b>	<b>57,550</b>	<b>549,724</b>	<b>18,450</b>	<b>1,072,948</b>	<b>1,185,564</b>	<b>1,234,348</b>
<b>Expenses</b>								
Depreciation of property, plant and equipment	95,000	20,000	20,000	22,000	22,000	84,000	125,000	125,000
Costs related to providing goods and services	906,000	223,025	243,225	303,295	206,325	975,870	835,000	850,000
Other expenses	175,230	43,770	35,120	33,120	48,020	160,030	160,000	180,000
<b>Total Expenses</b>	<b>1,176,230</b>	<b>286,795</b>	<b>298,345</b>	<b>358,415</b>	<b>276,345</b>	<b>1,219,900</b>	<b>1,120,000</b>	<b>1,155,000</b>
	(10,280)	160,429	(240,795)	191,309	(257,895)	(146,952)	65,564	79,348
<b>Surplus/(Deficit) for the Year</b>								

**BASIN RESERVE TRUST  
STATEMENT OF FINANCIAL POSITION**

	As at 30-Jun-23 \$	As at 30-Sep-23 \$	As at 31-Dec-23 \$	As at 31-Mar-24 \$	As at 30-Jun-24 \$	As at 30-Jun-24 \$	As at 30-Jun-25 \$	As at 30-Jun-26 \$
<b>Assets</b>								
<b>Current Assets</b>								
Bank accounts and cash	584,349	584,349	342,424	509,773	234,848	234,848	285,212	374,060
Debtors and prepayments	40,000	40,000	24,000	62,000	53,000	53,000	57,500	84,500
<b>Total Current Assets</b>	<b>624,349</b>	<b>624,349</b>	<b>366,424</b>	<b>571,773</b>	<b>287,848</b>	<b>287,848</b>	<b>342,712</b>	<b>458,560</b>
<b>Non-Current Assets</b>								
Property, plant and equipment	354,580	354,580	384,580	362,580	390,580	390,580	365,580	320,580
<b>Total Non-Current Assets</b>	<b>354,580</b>	<b>354,580</b>	<b>384,580</b>	<b>362,580</b>	<b>390,580</b>	<b>390,580</b>	<b>365,580</b>	<b>320,580</b>
<b>Total Assets</b>	<b>978,929</b>	<b>978,929</b>	<b>751,004</b>	<b>934,353</b>	<b>678,428</b>	<b>678,428</b>	<b>708,292</b>	<b>779,140</b>
<b>Liabilities</b>								
<b>Current Liabilities</b>								
Creditors and accrued expenses	238,780	238,780	251,650	243,690	234,710	234,710	197,960	189,460
Income received in advance	-	-	-	-	10,950	10,950	12,000	12,000
<b>Total Current Liabilities</b>	<b>238,780</b>	<b>238,780</b>	<b>251,650</b>	<b>243,690</b>	<b>245,660</b>	<b>245,660</b>	<b>209,960</b>	<b>201,460</b>
<b>Total Liabilities</b>	<b>238,780</b>	<b>238,780</b>	<b>251,650</b>	<b>243,690</b>	<b>245,660</b>	<b>245,660</b>	<b>209,960</b>	<b>201,460</b>
<b>Total Assets less Total Liabilities</b>	<b>740,149</b>	<b>740,149</b>	<b>499,354</b>	<b>690,663</b>	<b>432,768</b>	<b>432,768</b>	<b>498,332</b>	<b>577,680</b>
<b>Trust Equity</b>								
Contributed capital	100	100	100	100	100	100	100	100
Accumulated surpluses	579,620	579,620	740,049	499,254	579,620	579,620	432,688	498,232
Current period earnings	(10,280)	160,429	(240,795)	191,309	(146,852)	(146,852)	65,564	79,348
<b>Total Trust Equity</b>	<b>579,720</b>	<b>740,149</b>	<b>499,354</b>	<b>690,663</b>	<b>432,768</b>	<b>432,768</b>	<b>498,332</b>	<b>577,680</b>

**BASIN RESERVE TRUST  
STATEMENT OF CASH FLOWS FOR THE PERIODS ENDING**

	FYE 30-Jun-23	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	FYE 30-Jun-24	FYE 30-Jun-25	FYE 30-Jun-26
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>								
Receipts of council funding	735,150	382,274	-	382,274	-	764,548	795,564	828,348
Receipts of grants other services	-	-	-	-	-	-	-	-
Receipts from sale of goods and services	395,000	42,000	40,000	120,000	60,000	262,000	355,000	375,200
Interest receipts	6,250	1,650	1,650	1,650	1,650	6,600	6,000	6,000
Payments to suppliers and employees	(1,077,600)	(276,575)	(236,575)	(306,575)	(266,575)	(1,086,300)	(995,200)	(1,025,100)
GST (net)	(13,900)	40,000	3,000	(30,000)	(20,000)	(7,000)	(15,000)	(15,600)
<b>Net Cash Flows from Operating Activities</b>	<b>44,900</b>	<b>189,349</b>	<b>(191,925)</b>	<b>167,349</b>	<b>(224,925)</b>	<b>(60,152)</b>	<b>150,364</b>	<b>168,848</b>
<b>Cash Flows from Investing and Financing Activities</b>								
Payments to acquire property, plant and equipment	(37,750)	-	(50,000)	-	(50,000)	(100,000)	(100,000)	(80,000)
<b>Net Cash Flows from Financing Activities</b>	<b>(37,750)</b>	<b>-</b>	<b>(50,000)</b>	<b>-</b>	<b>(50,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(80,000)</b>
<b>Net Increase/(Decrease) in Cash for the Year</b>	<b>7,150</b>	<b>189,349</b>	<b>(241,925)</b>	<b>167,349</b>	<b>(274,925)</b>	<b>(160,152)</b>	<b>50,364</b>	<b>88,848</b>
Add opening bank accounts and cash	387,650	395,000	584,349	342,424	509,773	395,000	234,848	285,212
<b>Closing Bank Accounts and Cash</b>	<b>395,000</b>	<b>584,349</b>	<b>342,424</b>	<b>509,773</b>	<b>234,848</b>	<b>234,848</b>	<b>285,212</b>	<b>374,060</b>



## Wellington Cable Car Ltd Statement of Intent FY24-26

Presented to:  
Wellington City Council pursuant to  
Section 64 of the Local Government Act 2002

In accordance with the Local Government Act 2002, this Statement of Intent (SOI) states the planned activities, intentions, and performance measures for the Wellington Cable Car (WCCL) for the next three years. It responds to the Wellington City Council (WCC) December 2022 Letter of Expectations.

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## INTRODUCTION

Wellington Cable Car Ltd (WCCL) operates one of Wellington's best-known tourist attractions and in pre-COVID-19 times the Cable Car was the second most visited tourist attraction in the city (after Te Papa) welcoming over a million passengers a year. Many of these passengers were visitors to Wellington.

Prior to the pandemic, WCCL had also been a profitable Council Controlled Organisation (CCO) for many years and was in a strong position where it self-funded all its ongoing maintenance, CAPEX, and asset renewals and maintained good financial reserves. The Cable Car differs from most CCOs in that it owns its assets (tracks, bridges, stations and terminals, and cable cars) and traditionally does not receive funding assistance from Council to support its operations.

Covid-19 changed that, and like many other businesses, a significant drop in passenger numbers and revenue required the Cable Car to both cut costs and dip into cash reserves (that had been earmarked for CAPEX) to continue operating. In addition, Wellington City Council (WCC) operating grants were required for the company to maintain its service with minimal disruptions during the pandemic years. The Cable Car board and management are deeply appreciative of this support.

As financial pressures rose during the pandemic, the Cable Car reviewed its business model and reorganised itself with a leaner, more innovative, and efficient team. These initiatives significantly reduced operational costs, slowing the erosion of cash reserves; however, rising insurance costs negated many of those savings, and continue to do so.

When New Zealand borders opened in 2023 (notably the maritime border which allowed for the return of cruise passengers) it became clear that the Cable Car would recover more quickly than earlier estimates had showed. Whilst other CCOs and tourism businesses can see a significant portion of their visitors coming from the domestic and local Wellington market, the Cable Car has always relied heavily on international visitors. With cruise passengers making up a large portion of international visitors to Wellington, the impact of losing (and now regaining) those passengers cannot be underestimated.

With the return of these high-yielding international visitors, current forecasts indicate that in the FY24-26 period we will post surpluses indicating that no further financial support in the way of Covid-19 operating grants will be required from Council.

The Cable Car will, however, continue to draw down the remaining \$250k FY23 LTP CAPEX funding from Council to carry on with our seismic resilience programme of works. Current assessments into the seismic resilience of our three bridges will also be completed in time to inform 2024 LTP requirements.

In FY24-26, a major focus for the company will be to review and refine our Asset Management Plan (AMP), taking into account new information from seismic assessments. This includes being able to fund future capital expenditure, asset replacements and renewals. As kaitiaki of this precious taonga, a key strategic focus area is to "Maintain an asset management plan that meets the needs of future generations." To enable this, we must rebuild and retain our cash reserves that were depleted during the pandemic. This will mean profits being retained to build reserves.

Other key focus areas for the company will concentrate on enhancing our sustainability practices (which includes investigating ways for the Cable Car to achieve Carbon Positive following our Carbon Zero accreditation being achieved in July 2022), and upweighting our focus on Te Ao Māori.

The Cable Car continues to enjoy strong relationships and collaboration opportunities with the Council and our CCO and Kelburn precinct partners, and with a return to profitability forecasted we're looking forward to doing more in this space.

By FY25 the Cable Car is forecasting to receive over one million passengers, returning the company to pre-Covid levels of activity and financial autonomy.

	2020 Actual \$000	2021 Actual \$000	2022 Actual \$000	2023 Forecast \$000	2024 Budgeted \$000	2025 Budgeted \$000	2026 Budgeted \$000
Passenger numbers	862,487	567,721	448,306	805,654	990,000	1,080,200	1,188,420
Operating expenditure	-3,376	-2,879	-2,519	-2,761	-3,204	-3,440	-3,597
Operating income	2,910	1,713	1,410	3,407	3,602	4,029	4,468
Grants & Subsidies	139	1,638	1,112	1,309	250	0	0
Profit/(Loss) Before Tax & Depreciation	-327	471	3	1,955	648	589	871
Depreciation	-294	-585	-304	-314	-320	-338	-363
Profit/(Loss) before Tax	-621	-114	-301	1,641	328	252	508
Closing Cash Position	3,786	3,174	3,699	4,701	4,504	4,655	5,088
INSURANCE EXCESS FUND	300	500	506	506	500	500	500
ASSET RENEWAL FUND	3,486	2,674	3,193	4,195	4,004	4,155	4,588
WCCL INSURANCE PREMIUM	415	539	597	653	650	669	690

Figure 1. WCCL Commercial position



## ABOUT WELLINGTON CABLE CAR LTD (WCCL)

### Who we are

Wellington Cable Car Limited (WCCL) is a Council Controlled Organisation (CCO). Wellington City Council (WCC) is the sole shareholder. WCCL is governed by an independent Board of Directors appointed by WCC. The Cable Car employs 22 people.

In 2023 the Cable Car celebrated 121 years of service to Wellington. As kaitiaki of this Te Whanganui-a-Tara / Wellington taonga, WCCL is responsible for providing an amazing experience to locals and visitors using the Cable Car, as well as the ongoing maintenance and safe operation of the Cable Car, ensuring it adheres to the highest engineering standards and complies with all relevant legislation. Cable Car operations are primarily financed from passenger fare income.

### Our strategic direction, purpose, and values

**Our vision:** The Wellington Cable Car is the most iconic tourist attraction in Wellington and the transport of choice for our local whānau. It is an enduring, carbon positive Wellington experience that connects our people, spaces, places, and venues.

Our purpose is to **Host uniquely Wellington experiences that locals are proud of, and visitors remember and share.**

Our values enable our purpose:

**Kaitiakitanga** - Custodians of a Wellington taonga and our environment

**Safe Workplace** - Safe site and safe conversations

**Guest Centred** - The guest experience makes our business

**Pride** - We strive to take pride in everything we do

**Team** - The team works together to deliver consistently great Wellington experiences

**Adaptability** - We embrace new ideas to sustain and improve our business



**FY24-26 FOCUS AREAS AND FY24 ACTIVITY**

In addition to expectations as set out by Council, our key priorities for FY24-26 fall under five strategic focus areas which will guide our post-pandemic recovery:

<b>VISION</b>	The Wellington Cable Car is the most iconic tourist attraction in Wellington and the transport of choice for our local whānau. It is an enduring, carbon positive Wellington experience that connects our people, spaces, places and venues.				
<b>PURPOSE &amp; VALUES</b>	Host uniquely Wellington experiences that locals are proud of, and visitors remember and share. Kaitiakitanga   Safe Workplace   Guest Centred   Pride   Team   Adaptability				
<b>STRATEGIC FOCUS AREAS</b>	<b>CARE FOR OUR TAONGA</b>	<b>LEVERAGE OUR TOURISM MANA</b>	<b>SUPERCHARGE OUR CX</b>	<b>PARTNER FOR SUCCESS</b>	<b>NURTURE OUR WHANAU</b>
<b>FY24-26 OBJECTIVES</b>	Maintain an asset management plan that meets the needs of future generations.	Become the activity destination of choice in the Wellington region.	Deliver the right products, to the right audience, on the right channel, at the right time.	Align and nurture relationships for future success.	Enable our team to develop their potential.
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>Our cultural and historical assets are maintained and cared for</li> <li>The Cable Car has a reputation as a safe, reliable and sustainable business</li> </ul>	<ul style="list-style-type: none"> <li>We are the #1 activity recommendation by travel partners</li> <li>Top of the Cable Car precinct is a destination of choice for visitors and locals</li> </ul>	<ul style="list-style-type: none"> <li>We continually surprise and delight our customers through targeted activations, campaigns and products</li> <li>Focused acquisition and retention of customers</li> </ul>	<ul style="list-style-type: none"> <li>Council, CCOs and wider stakeholders are engaged, aligned and onboard with our vision</li> <li>Work is targeted and leverages wider industry and partner capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Team is enabled with the systems, capabilities and environment they need to deliver outstanding work</li> <li>Projects produce impact and measurable results</li> </ul>
<b>FY24 PROJECTS INCLUDE</b>	AMP; seismic resilience work; sustainable merchandise; carbon audit and investigation of solar panel installation.	Top of the Cable Car Precinct project; content and training materials for travel trade; strategy to leverage city-wide and business events; and FIFA activations.	Refreshed marketing and social strategy; cruise lines and schools product development; and wayfinding in collaboration with LGWM other CCOs.	Partnerships with WCC; Kelburn precinct and CCOs; Business Events Wellington; Cruise Lines; Tourism New Zealand; Iwi; Mana whenua; Waka Kotahi and GWRC.	OKR performance framework; software upgrades; and leveraging WCC and other CCO Te Ao Māori training initiatives.

## OUR RESPONSE TO THE COUNCIL'S STATEMENT OF EXPECTATIONS



### Enduring expectations


WCCL acknowledges the enduring expectations of WCC. Through regular engagement with the Council's CCO team we will ensure a no surprises, collaborative approach to all our work. Health and safety is a key focus of WCCL's operations, as is the considerable legislation and compliance that surrounds the operation of a passenger transport business. We have clear policies and processes in place to ensure our adherence to all applicable matters plus a robust risk management framework to identify and manage risks.


WCCL will undertake a board review and maintain a skills matrix as directed, with delivery on the requested dates. WCCL will also continue to pay the living wage and any adjustments to it.

### Alignment with Council strategies

WCCL aligns its strategy and service delivery to WCC in the following ways:

	
LTP Priorities	<ul style="list-style-type: none"> <li>• WCCL will deliver against the Council's four wellbeing outcomes and will be a delivery partner in the priority objective that the city's core transport infrastructure is a safe, resilient, and reliable network.</li> </ul>
Tūpiki Ora and Takai Here	<ul style="list-style-type: none"> <li>• Te whakatairanga i te ao Māori – The Cable Car will enhance and continue to promote Te Ao Māori through             <ul style="list-style-type: none"> <li>○ Product development eg. Combined Gardens walk product narrating the stories of mana whenua, plus investigating additional Cable Car audio stories for customers to download</li> <li>○ Leveraging WCC programmes to enable staff access to Te Reo lessons and understanding of The Treaty</li> <li>○ Continually updating signage and introducing Māori names where appropriate</li> <li>○ Actively participating in the Tūpiki Ora working group alongside our CCO partners</li> </ul> </li> <li>• Tiakina te Taiao – The Cable Car cares for our environment through practical projects such as installing rat traps in our tunnels to protect bird life and installing feather friendly decals on our Kelburn Terminal to prevent birds striking it. We will continue to seek opportunities to work alongside mana whenua to address environmental challenges in the city</li> <li>• Te whakapakari pūmanawa - WCCL will actively build our capability by             <ul style="list-style-type: none"> <li>○ Encouraging staff to download and use WCC's Mahau app</li> <li>○ Including cultural competency sessions for staff during our annual maintenance shutdown, and ensuring induction programmes highlight Te Ao Māori</li> <li>○ Having a key focus on meeting and planning together with council offices and iwi liaison teams to ensure Cable Car projects are co-designed with our mana whenua partners</li> </ul> </li> </ul>

<p>Absolutely Positively <b>Wellington City Council</b> Me Heke Ki Pōneke</p>	
	<ul style="list-style-type: none"> <li>• He whānau toiora – WCCL are proud collaborators with Council on the Rangatahi Pathways programme, and we will actively find opportunities to promote Māori culture and support city-wide initiatives including Matariki activations.</li> </ul>
<p>Te Atakura: First to Zero</p>	<ul style="list-style-type: none"> <li>• The Cable Car is an extremely efficient mode of transport, designed with regenerative braking, which feeds excess energy back into the grid</li> <li>• The Cable Car is achieving its performance measures associated with waste reduction and maximising the amount of waste diverted from landfill via recycling programmes</li> <li>• In FY23 WCCL was proud to achieve EKOS Carbon Zero certification and will undertake an audit in FY24 as we look for ways to become Carbon Positive in the future</li> <li>• In FY24 we will investigate the possibility and cost of installing solar panels on our Kelburn terminal</li> <li>• We will also undertake a project in FY24 to look at our merchandise offering, ensuring it is sustainably sourced and has a carbon footprint from both making the product and getting it to us</li> <li>• In FY24 the Cable Car will join Tourism Industry Aotearoa’s Tourism Sustainability Programme</li> <li>• Alongside seismic resilience planning, the Cable Car will continue to ensure our AMP considers and ensures that all infrastructure is able to withstand the effects of climate change.</li> </ul>
<p>Aho Tini 2030</p>	<ul style="list-style-type: none"> <li>• As an iconic and culturally significant venue, the Cable Car has hosted many artists and events over the years and has always enjoyed being an innovator in this space</li> <li>• The Cars and the top of the Cable Car precinct offer unique and varied venue spaces and facilities that can be utilised by artists, both outside of regular operating times and whilst operations are underway</li> <li>• WCCL is working with the Creative Capital team at WCC on further innovative use of the Cable Car buildings and surrounds, and will continue to work with precinct partners, the wider tourism industry, and Council, to collaborate on city-wide initiatives and events.</li> </ul>
<p>Strategy for Children and Young People</p>	<ul style="list-style-type: none"> <li>• The Cable Car is committed to providing a safe, fun, and educational experience for children and young people</li> <li>• We provide special pricing for children and students</li> <li>• We will continue to collaborate with Experience Wellington and other educators on products suitable for schools and children</li> <li>• In FY24 WCCL will investigate putting a glass floor into the winding room and visual feed from the winding room onto terminal screens to provide an educational insight into the Cable Car’s inner workings.</li> </ul>
<p>Economic Wellbeing Strategy</p>	<ul style="list-style-type: none"> <li>• The Cable Car strives to operate in a sustainable way and supports career pathways by offering staff development and training programmes</li> <li>• WCCL supports Council’s commitment to Living Wage by paying all</li> </ul>

<p><b>Absolutely Positively Wellington City Council</b> Me Heke Ki Pōneke</p>	
	<p>employees at or above the Living Wage</p> <ul style="list-style-type: none"> <li>• We are proudly carbon zero and looking into initiatives to become carbon positive in the future</li> <li>• The Cable Car embodies the connection between the dynamic city heart and the northern suburban centres, and acts as the gateway to the important Kelburn precinct which is home to the Cable Car Museum, Space Place, Kelburn Village, Zealandia and the Botanic Gardens</li> <li>• Alongside Experience Wellington and WellingtonNZ, the Cable Car leads coordination of the working group tasked with improving the Kelburn terminus precinct vibrancy, to appeal to locals and visitors now and into the future.</li> </ul>
<p>Accessible Wellington</p>	<ul style="list-style-type: none"> <li>• The Cable Car continues to maintain BeLab Platinum Accessibility rating and is featured on Firstport – Accessible Day Out Library website as one of the few accessible activities in Wellington</li> <li>• We remain focused on improving accessibility for all visitors and any future development ensures that accessibility is considered</li> <li>• As Salamanca Station no longer meets the requirements of accessibility (ramp angles being too steep), redevelopment of this station, to both meet these needs and provide an essential upgrade, is a significant design process (and asset replacement cost) that the Cable Car is starting to plan for</li> <li>• The Cable Car employs a diverse and inclusive team and is proud to have hosted the first ever Rainbow Wedding on the Cable Car in FY23.</li> </ul>

### Strategic relationship with Council


WCCL’s vision and strategic priorities align with WCC as both parties seek shared objectives around promoting the social, economic, environmental, and cultural wellbeing of our communities in a sustainable way. WCCL has a strong relationship with Council through regular interaction with the CCOs and Economic Wellbeing team and other key Council stakeholders.


The Cable Car will always operate a ‘no surprises’ approach to ensure and allow for early collaboration on key projects, issues, and long-term planning, and we will continue to connect and align our work with Council strategies.

The Cable Car offers Council and the Wellington region an iconic Te Whanganui-a-Tara attraction:

- A community asset for Wellington of which we are all proud
- A reliable source of transport for residents and Victoria University (VUW) students
- An invaluable ‘connector’ between local businesses and attractions (including CCOs and Council) in Kelburn-Paekākā and the CBD
- A ‘must do’ activity for all visitors to the capital
- A tourism symbol indelibly linked with Wellington’s history, identity, and community

**Specific expectations for WCCL**

<p><b>Absolutely Positively Wellington City Council</b> Me Heke Ki Pōneke</p>	
<p>Council expects the company to outline its continued plans and priorities for improving the seismic resilience of its network.</p>	<ul style="list-style-type: none"> <li>• WCCL prioritised its FY23 work programme to deliver the most essential works within available funding. This included strengthening of the upper portal, parapet and adjacent north wall of the middle tunnel which was completed in March 2023</li> <li>• In FY23 we also moved forward with detailed design work for seismic improvements to the Lambton Terminal</li> <li>• The next priority in FY23 is to complete the condition assessments of the Salamanca, Rawhiti and Talavera bridges</li> <li>• The seismic assessment work we are undertaking allows WCCL to understand the condition of our assets better, enabling us to do the planning required to feed into Council’s 2024 LTP process.</li> </ul>
<p>The company has demonstrated its adaptability in supporting cultural activities in the city using the Cable Car as a stage. Council would like to see the company continue to commit to developing new opportunities to strengthen the alignment with this important Council strategy, both for the benefit of the city and the Cable Car service.</p>	<ul style="list-style-type: none"> <li>• The Cable Car actively looks for opportunities to partner with local creatives. In the past 12 months, WCCL has hosted student fashion shows, VUW virtual reality and drone projects, and provided Cable Car facilities to showcase city events including WOW and Girl from the North Country</li> <li>• As noted previously, WCCL will continue to work with stakeholders and look for opportunities to support and showcase cultural activities for the benefit of its passengers, while contributing to the ongoing vibrancy of the city.</li> </ul>
<p>The Council expects the company to continue to work together with Council and other stakeholders to improve the Kelburn terminus precinct vibrancy and appeal to locals and visitors now and into the future.</p> <p>Together with Experience Wellington and WellingtonNZ, the company should lead the planning for early interventions to add value to the cable car journey and celebrate the historic area, and to develop longer term plans for its future that create an integrated experience which leads to more frequent visits.</p>	<ul style="list-style-type: none"> <li>• The Cable Car is the critical link for locals and visitors to Wellington between Lambton Quay in the CBD and the Kelburn-Paekākā precinct</li> <li>• WCCL continues to lead and organise a monthly korero with businesses in the precinct, including several CCOs and WCC business units to strengthen collaborations to increase passenger numbers and improve the experience for locals and visitors</li> <li>• In FY24 the Cable Car will lead the development of an integrated plan for the Kelburn-Paekākā precinct alongside Experience Wellington and WellingtonNZ. The goal is to ensure that the experience provided to visitors, the length of time they spend in the precinct, and the expenditure they make is significantly enhanced, contributing to the broader city visitor economy. This work will be supported by WellingtonNZ through activation of the recently published ‘Destination Pōneke’ management plan.</li> </ul>

<p><b>Absolutely Positively Wellington City Council</b> Me Heke Ki Pōneke</p>	
<p>After a challenging COVID period Council expects the company to return to financial autonomy and outline its plans to achieve this.</p>	<ul style="list-style-type: none"> <li>• With the opening of borders and the return of cruise, the Cable Car is forecasting surpluses for the FY24-26 financial years</li> <li>• A price increase for General Admission in FY23 Q2 has also had a positive impact on revenue forecasts</li> <li>• We will continue to engage with cruise lines and travel trade to ensure our third-party partners are actively promoting and selling the Cable Car.</li> </ul>
<p>Let's Get Wellington Moving will have a significant influence on the city. The company should engage proactively with the programme to ensure that the interests of the Cable Car are well understood, including the plan for development on Lambton Quay and the need for improved way finding to the Cable Car.</p>	<ul style="list-style-type: none"> <li>• WCCL has a relationship with Let's Get Wellington Moving's Partner Lead and will continue to engage with the project to ensure the interests of the Cable Car are well understood.</li> <li>• A temporary wayfinding project on Lambton Quay during the FIFA event will inform final plans for the Golden Mile construction in the Cable Car Lane area.</li> </ul>

## HOW WE OPERATE

The Cable Car is proud of our operational framework and the service we deliver.

### People and Culture

Our people are at the centre of our business. We do our utmost to create a positive and supportive environment enabling our people to thrive both personally and professionally.

The Cable Car strives to create a safe, diverse, and inclusive workplace where all staff members can bring their whole selves to work every day. WCCL aims to ensure our people have access to opportunities and resources that allow them to grow and develop in a respectful and appreciative environment.

### Systems

In FY23 the Cable Car deployed a Computerised Maintenance Management System (CMMS). The computerised system allows us the ability to: improve understanding and knowledge of our asset condition; have a central repository for our maintenance records; manage asset risks; plan maintenance; and plan asset renewal and/or replacement.

In FY24, WCCL will investigate systems to measure and report on engineering reliability and look at options to replace or upgrade our current Snapper service to align with the proposed National Ticketing Solution.

### Asset Management

The Cable Car owns and maintains a range of assets, with a broad range of complexity, age, and condition. Regular maintenance is completed in-house, where we have the expertise, however we also rely on external technical specialists such as Doppelmayr NZ, ACME Engineering and WSP Engineering.

In terms of seismic resilience, we have three groups of assets:

- **Tunnels:** Construction of our three tunnels began in 1899 and was completed in 1902, when the Cable Car began operation. The strength and condition of our tunnels and adjacent retaining walls has been extensively investigated and is well understood. We have a prioritised list of seismic strengthening projects for our tunnels based on the strength and risk. The highest priority elements (the middle tunnel upper portal, parapet, and adjacent north wall) are being strengthened in FY23. Further tunnel strengthening projects will be prioritised appropriately when we understand more about the strength of our bridges.
- **Bridges:** The three original wooden viaducts were replaced with steel and concrete bridges in 1930. These have been well maintained with minor improvements over time. The central pier of Rawhiti bridge was strengthening in 2011 and steel supports for the Salamanca station were added to the bridge in 2013. We will commission a preliminary seismic assessment of the bridges in FY23, to enable us to prioritise strengthening of the bridges alongside seismic improvements to the Cable Car tunnels.
- **Terminals:** We have completed a preliminary seismic assessment of the Lambton Terminal and have recently progressed to the Detailed Design stage to improve seismic resilience for the elements within our control. The seismic performance of the Lambton Terminal will be influenced by the surrounding buildings and structures. We have not yet completed a seismic assessment of the Kelburn Terminal, however as it was constructed in 2013 it is a lower priority (in terms of seismic assessment) than our other structures.

We aim to have a good understanding of the seismic resilience of all our structures to inform the 2024 Council LTP funding application process.

Our steel-framed Cars date back to 1979, are well maintained, and in very good condition for their age. The electric motor, drive and control systems were replaced in 2016 and all replaced components and systems were compliant with 2016 European Standards. The equipment and systems are regularly maintained to the manufacturer's recommendations. Car replacement would most likely happen when we next upgrade the electric drive and control system in 20–30 years. In the interim our focus will be on steadily improving the seismic resilience of our structural assets.

### Health, Safety and Wellbeing

WCCL is committed to the ongoing development and maintenance of an enduring and resilient approach to Health, Safety and Wellbeing that embeds a culture of zero harm within the company, adheres to legislative requirements and ensures that staff, contractors, and the public are not exposed to unnecessary risk or harm in their engagements with the Cable Car.

Our policy statement reflects this: ***We are committed to creating a work environment that supports and grows our people and enables them to go home healthy and safe every day.***



### Health and Safety framework

WCCL continues to proactively develop a culture of zero harm within the organisation. The Cable Car's health and safety committee meets monthly to ensure risk identification, mitigation and controls are appropriate. At a governance level, health and safety reporting is a standing item at all Board meetings, ensuring that Directors remain across current statistics and any developments arising.

### Risk Management

In FY23, the Cable Car engaged an independent external audit to ensure its policies, practices, and procedures meet all statutory responsibilities. Identified opportunities for improvement have been undertaken and/or form part of WCCL's ongoing work programme.

As with all our health and safety responsibilities, the Board and WCCL officers acknowledge and understand their accountability. We have systems in place to ensure that WCCL meets the required monitoring, reviewing, and reporting of health and safety objectives and risk management.

### Waka Kotahi – Rail Safety Case

The Cable Car operates under a Rail Safety Licence as required by the Railways Act 2005. All licence holders are required to have appropriate safety systems which are audited by the regulator. WCCL continues to maintain its Rail Safety Case.

## PERFORMANCE MEASURES

WCCL monitors performance across six categories: Environmental; Health and Safety; Service Delivery; Reliability/timeliness; Passenger numbers; and Revenue.

### Environmental

KPI	HOW IT'S MEASURED	FY24	FY25	FY26
<b>Zero Carbon Accreditation</b>	Carbon accounting and offsetting with an accredited organisation	Maintain Carbon Zero*	Maintain Carbon Zero	Maintain Carbon Zero
<b>Waste minimisation</b>	Total waste to landfill	5% YOY reduction	5% YOY reduction	5% YOY reduction

\*The Cable Car will use FY24 to understand the steps required to become Carbon Positive

### Health and Safety

KPI	HOW IT'S MEASURED	FY24	FY25	FY26
<b>Quality of WCCL infrastructure</b>	Rail safety licence maintained	Maintain	Maintain	Maintain

<b>H&amp;S is actively managed and improved</b>	Part of the risk register is reviewed at each H&S meeting. Mitigation and minimisation options discussed and implemented where possible	Maintain	Maintain	Maintain
	Independent H&S audit completed, and recommendations implemented	Maintain	Maintain	Maintain

#### Service Delivery

KPI	HOW IT'S MEASURED	FY24	FY25	FY26
<b>Customer Satisfaction</b>	Maintain Net Promoter Score equal to or better than CXI benchmark	Maintain	Maintain	Maintain
	Google rating	4.2 or higher	4.2 or higher	4.2 or higher
	TripAdvisor rating	4.2 or higher	4.2 or higher	4.2 or higher

#### Reliability / Timeliness

KPI	HOW IT'S MEASURED	FY24	FY25	FY26
<b>Cable Car Reliability</b>	Percentage Reliability	> 99.0%	> 99.0%	> 99.0%

#### Passenger Numbers

KPI	HOW IT'S MEASURED	FY24	FY25	FY26
<b>Customer Trips</b>	Tickets sold	990k	1.07m	1.18m

#### Revenue

KPI	HOW IT'S MEASURED	FY24	FY25	FY26
<b>Revenue</b>	Fare Revenue	\$3.41m	\$3.84m	\$4.28m

## FINANCIAL INFORMATION

**Wellington Cable Car Limited**  
**Statement of Comprehensive Income**  
**For the years ending 30 June 2024, 2025 and 2026**

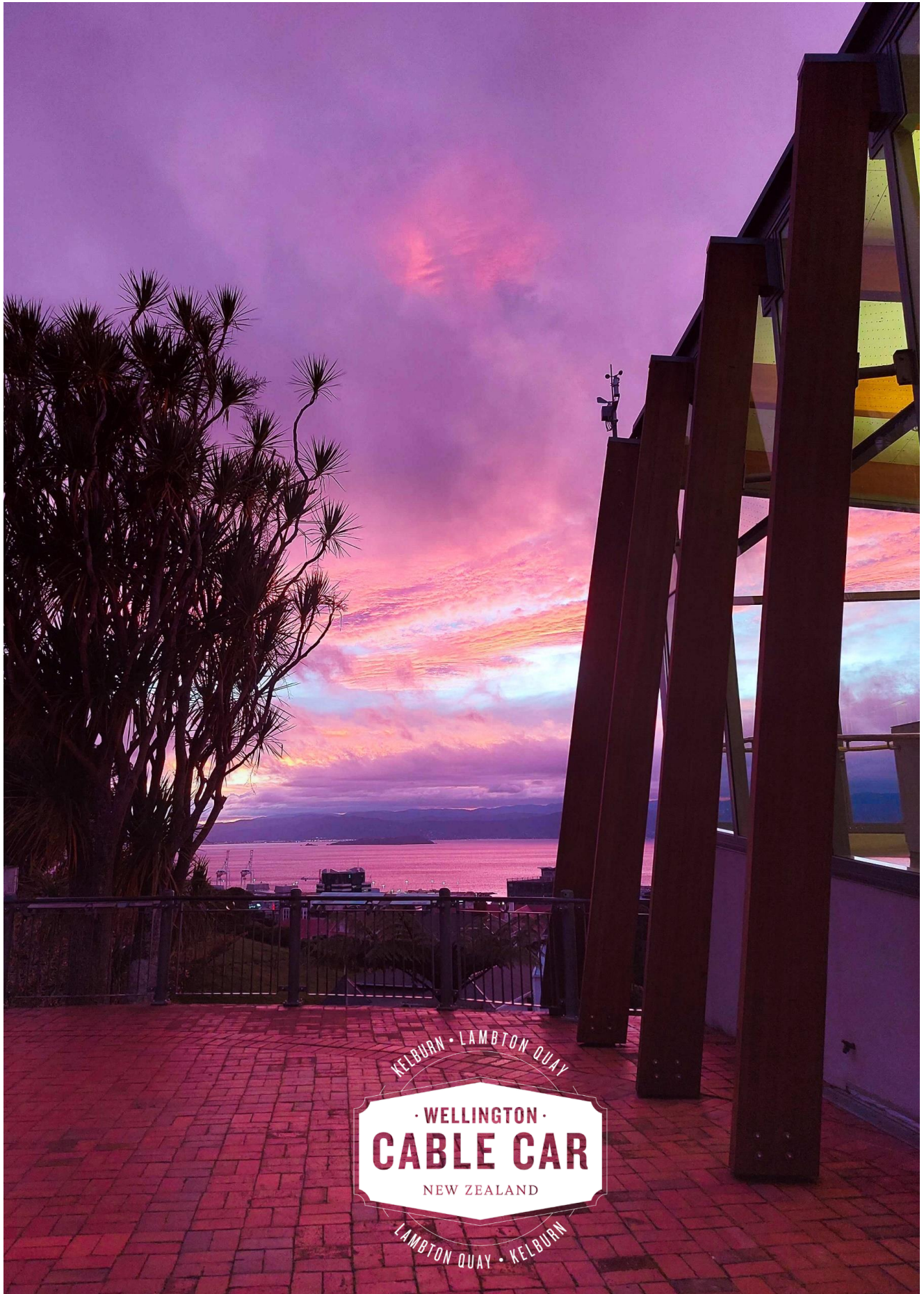
	2023 Forecast \$000	2024 Quarter 1 \$000	2024 Quarter 2 \$000	2024 Quarter 3 \$000	2024 Quarter 4 \$000	2024 Total \$000	2025 Budget \$000	2026 Budget \$000
<b>Revenue</b>								
Fare revenue	3,191	507	1,014	1,295	600	3,416	3,843	4,282
Ancillary revenue	217	46	47	48	46	186	186	186
<b>Total revenue</b>	<b>3,407</b>	<b>553</b>	<b>1,061</b>	<b>1,343</b>	<b>646</b>	<b>3,602</b>	<b>4,029</b>	<b>4,468</b>
<b>Expenses</b>								
Operational costs	950	235	277	300	246	1,057	1,110	1,166
Infrastructure costs	919	293	327	240	227	1,087	1,218	1,266
Professional costs	348	127	108	110	111	456	484	514
Support staff costs	544	142	155	154	153	605	628	652
<b>Total expenses</b>	<b>2,761</b>	<b>797</b>	<b>866</b>	<b>803</b>	<b>738</b>	<b>3,204</b>	<b>3,440</b>	<b>3,597</b>
<b>Net profit (loss) before depreciation and grants</b>	<b>646</b>	<b>(244)</b>	<b>194</b>	<b>539</b>	<b>- 92</b>	<b>398</b>	<b>589</b>	<b>871</b>
Depreciation	(314)	(78)	(77)	(82)	(82)	(320)	(338)	(363)
Grants	1,309	125	125	-	-	250	-	-
<b>Net profit (loss) after depreciation and grants</b>	<b>1,641</b>	<b>(197)</b>	<b>242</b>	<b>457</b>	<b>(174)</b>	<b>328</b>	<b>252</b>	<b>508</b>

**Wellington Cable Car Limited  
Statement of Financial Position  
For the years ending 30 June 2024, 2025 and 2026**

	2023 Forecast \$000	2024 Budget \$000	2025 Budget \$000	2026 Budget \$000
<b>Assets</b>				
Bank and term deposits	4,701	4,504	4,655	5,088
Accounts receivable	100	107	114	122
Inventory	280	300	300	300
Property, plant and equipment	7,940	8,220	8,333	8,420
<b>Total assets</b>	<b>13,021</b>	<b>13,131</b>	<b>13,402</b>	<b>13,930</b>
<b>Liabilities</b>				
Accounts payable and accruals	108	115	124	132
Employee benefit liabilities	131	155	165	177
LTP funding grant	250	-	-	-
Deferred tax	653	653	653	653
<b>Total expenses</b>	<b>1,142</b>	<b>924</b>	<b>942</b>	<b>963</b>
<b>Net assets</b>	<b>11,879</b>	<b>12,207</b>	<b>12,459</b>	<b>12,967</b>
<b>Equity</b>				
Current year earnings	1,641	328	252	508
Retained earnings	2,802	4,444	4,772	5,024
Ordinary shares	7,435	7,435	7,435	7,435
<b>Total equity</b>	<b>11,878</b>	<b>12,207</b>	<b>12,459</b>	<b>12,967</b>

**Wellington Cable Car Limited**  
**Statement of Cash Flows**  
**For the years ending 30 June 2024, 2025 and 2026**

	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
	<b>Forecast</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
<b>Operating activities</b>				
Receipts from grants	1,847	0	0	0
Receipts from customers	3,129	3,409	3,836	4,274
Payments to suppliers and employees	(2,829)	(3,193)	(3,421)	(3,577)
Receipts from other operating activities	217	186	186	186
<b>Net cash flows from operating activities</b>	<b>2,363</b>	<b>403</b>	<b>601</b>	<b>883</b>
<b>Investing activities</b>				
Payment for property, plant and equipment	(1,361)	(600)	(450)	(450)
<b>Net cash flows from investing activities</b>	<b>(1,361)</b>	<b>(600)</b>	<b>(450)</b>	<b>(450)</b>
<b>Net cash flows</b>	<b>1,002</b>	<b>(197)</b>	<b>151</b>	<b>433</b>
<b>Cash and cash equivalents</b>				
Opening balance	3,699	4,701	4,504	4,655
Net change in cash for period	1,002	(197)	151	433
<b>Closing balance</b>	<b>4,701</b>	<b>4,504</b>	<b>4,655</b>	<b>5,088</b>






**experience Wellington**  
 wellington museums trust

PRINCIPAL FUNDER

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



# Experience Wellington

## 2023-24 Statement of Intent

Presented to Wellington City Council pursuant to Section 64 of the Local Government Act 2002



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## Foreword

Tēnā koutou,

Experience Wellington is facing significant challenges this year. We are looking forward to working collaboratively with Wellington City Council as we take a long-term approach to delivering world-leading experiences across each of our six sites for future generations of Wellingtonians.

Our top priority will be navigating a number of complicated and significant infrastructure projects which impact on our audiences. Alongside this we are driving towards financial sustainability in an environment of rising costs and limited revenue generation, influenced by reduced visitor numbers as two of our sites are affected by either large-scale construction projects, or earthquake-prone building notices, and a constrained fundraising environment.

Over the next decade Pōneke will transform dramatically as major infrastructure projects unlock potential across the CBD. Experience Wellington has a significant role to play in this revitalisation: ensuring that arts, culture and heritage that reflect our people and places is woven throughout the city we love.

The mahi we do this year will set the foundation for ground-breaking opportunities, including the reimagining of Te Waka Huia o Ngā Taonga Tuku Iho, Wellington Museum, taking advantage of a two-and-a-half-year closure from July 2025 for earthquake strengthening. We will be working hard to develop a fresh and creative visitor experience that tells the story of mana whenua and stories uniquely of and for Wellington.

At Te Ara Whanui ki te Rangī, Space Place at Carter Observatory, home to the newest planetarium in Aotearoa, our masterplan sets the stage for the Council's investment in the renewal of the planetarium and exhibitions to proudly showcase mātauranga Māori alongside western astronomy – and establish itself as the place for Wellingtonians to learn about Matariki and Puanga.

We are working alongside Council to reignite the spark of Te Ngākau Civic Square as the capital's hub of creativity and connection and are thrilled to be developing purpose-built spaces for Nōku te Ao, Capital E within Te Matapihi ki te Ao Nui, Wellington's Central Library. However, demolition and construction in Te Ngākau means Te Whare Toi, City Gallery Wellington faces increasing disruption over the coming years. This uncertainty makes planning for events, exhibitions and forecasting visitor numbers very difficult, and we will develop a plan for the Gallery once the wider infrastructure impacts in and around Te Ngākau become clearer.

Embracing Te Ao Māori is a core focus for our organisation underpinned by Tūhono Ake, our first Māori Engagement Strategy. Aligned with Tūpiki Ora and Tākai Here, this mahi will evolve alongside Council activity in partnership with the Mataaho Aronui team and our CCO whānau.

We thank our principal funder Wellington City Council, as well as other key partners: Creative New Zealand, the Ministry of Education, and the City Gallery Wellington Foundation, for their continued support. Our mahi, creating remarkable experiences that strengthen the city we love, could not be undertaken without this cornerstone support.

**Jane Wrightson**  
**Chair, Experience Wellington**

## Our Shared Vision for Pōneke

### Our Purpose

Experience Wellington’s purpose is working together with and for Wellington to create remarkable experiences that generate vitality, strengthening the city we love. We are a Council Controlled Organisation (CCO), established as an independent Charitable Trust in 1995 by Wellington City Council. We are governed by an independent Board of Trustees appointed by Council.



### Our Partners

Wellington City Council on behalf of the people of Wellington is a key strategic partner and funder of Experience Wellington. Principal funding for Experience Wellington comes from Council and other key partners. Our partnerships range from Council and central government, Creative New Zealand, mana whenua, City Gallery Wellington Foundation, philanthropic relationships, creative sector colleagues and artists as well as our fellow CCOs. As a charity, we rely on the generous support of individuals and organisations to deliver world-class arts, heritage and science accessible and inclusive experiences.

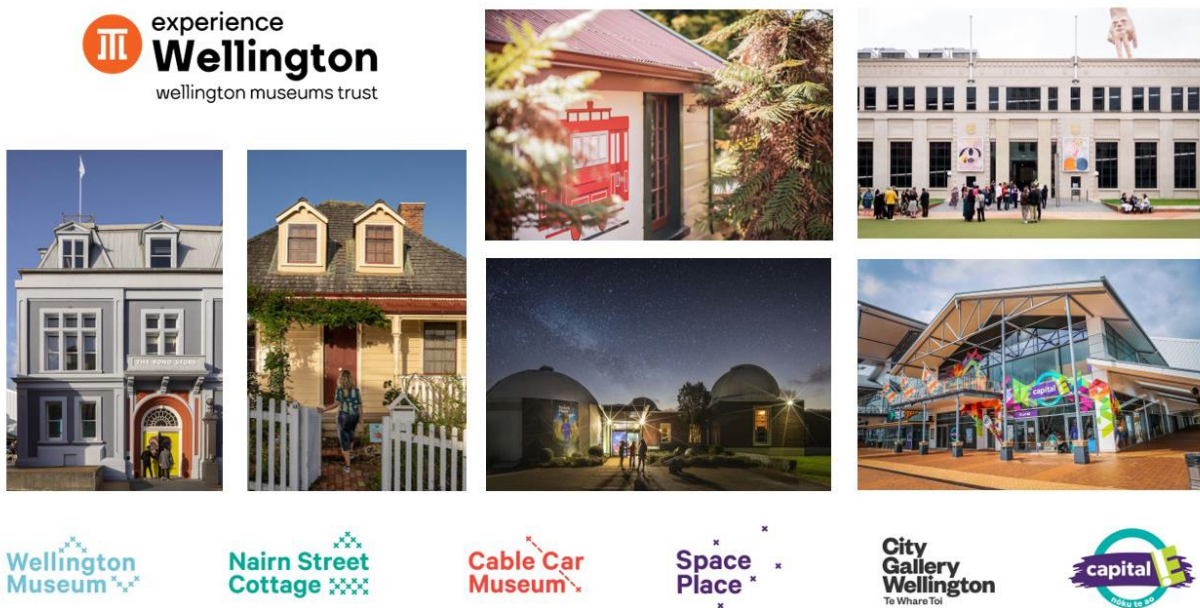
### Our Contribution to Pōneke

We are significant contributors to Wellington’s economy and its reputation as a centre of excellence for arts, culture, and creativity. Experience Wellington is a driver and enabler of wider Council aspirations for the city: delivering diverse and accessible experiences, driving sustainability initiatives, and bringing a Te Ao Māori element to everything we do.

We partner with Council, ambitiously determined to drive the strategic priorities of the city, amplifying, and supporting their strategies to revitalise our city. Alongside Wellington City Council, everything we do, we do for Wellington environment, economy, and the wellbeing of its diverse people and visitors.

## Our Sites

We are a collective of six unique visitor experiences, bound by an attitude that is very Wellington in personality and approach, across a spectrum of fields and interests. Our iconic brands are welcoming and inclusive, creating distinct environments for our visitors, each with its own distinct focus. From the creative sensory experiences at Capital E's PlayHQ for our youngest tamariki, to our telescopes and educational science displays at Space Place, from the taonga and stories celebrated at Wellington Museum, Cable Car Museum and Nairn Street Cottage, to the ever-changing art exhibitions at City Gallery Wellington – there really is something for everyone at our Experience Wellington sites.



## Our Operating Environment

### Operating Environment Summary

Experience Wellington is heading into 2023/2024 with the most significant challenges our organisation has faced to date. We are working with Council to navigate these challenges which centre on infrastructure projects and financial sustainability, as well as managing operational risks.

### Infrastructure Projects

Te Whare Toi, City Gallery Wellington is situated in an active demolition and construction zone which is affecting operations and exhibitions. Increased disruption is forecast for the year ahead. With hoardings across most of Te Ngākau Civic Square and noise, vibration and dust evident across the square, we are facing many years of increased disturbance to this site and this context has forced us to consider how to best operate for 2023/2024 with the resources available to us. While we expect significant disruptions to the Gallery until Te Matapihi ki te Ao Nui opens in 2026, we are determined to continue providing vibrant visual art experiences to the city.

Capital E will be returning to Te Ngākau Civic Square in 2026, co-located inside the redeveloped Te Matapihi ki te Ao Nui, the Central Library. For the year ahead a team from across Experience Wellington will continue to work on this project, developing detailed and operational design for the new spaces alongside the Library, City Archive, and Council Service Centre, creating a welcoming hub in the central city. This project provides Council and Experience Wellington with a once in a lifetime opportunity to reimagine this special space that brings joy to Pōneke families. The enhanced audience offerings we intend to deliver for millions of visitors will continue to receive our full focus and deepen our partnership with the Creative Capital and Library teams.

For 2023/2024 we are forecasting a reduction in visitation and visitor-related revenue at Wellington Museum due to the building being declared earthquake prone. We have assumed a 20% reduction in visitation and retail spend, potentially lower again for our venue hire. This will be followed by at least two-and-a-half years of closure from 2025 (TBC) for the restrengthening of Wellington's iconic building and reimagining of its exhibitions. The future is bright for the Museum. Our vision is to work with mana whenua to create a museum with tāngata at its heart, where Wellington's many stories and voices meet and are celebrated and its taonga are cared for in an intimate, characterful and fearless museum of social history.

In February 2023 Council invested in the renewal of the city's Planetarium at Te Ara Whānui ki te Rangi, Space Place. With Council investment we proudly launched the new Planetarium experience, delivering enhanced visitor experience with the cutting-edge technology. Experience Wellington ran a series of facilitated workshops to explore what Te Ara Whānui ki te Rangi, Space Place could be, placing Mātauranga Māori at the heart of the experience. The result is a concept that will sequence exhibition renewals rolled out from 2023 to 2025, establishing a natural home for celebrating the science, culture, and heritage of the Southern Skies.

Infrastructure Projects & Exhibition Upgrades  
Affecting Experience Wellington Sites

	Closure		Disruptions		Opening		2023		2024		2025		2026		2027	
							Jan-June	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec
<b>Wellington Museum</b>																
Declared EQ Prone (March 2023)																
Museum closure (Decant)																
Museum closure (Seismic Strengthening)																
<b>City Gallery Wellington</b>																
Continuous disruptions due to Te Ngākau Civil Square Works:																
Demolition CAB & MOB (Sept 23 – TBC)																
Wellington Water Mains (Willeston-Taranaki St)																
Te Matapihi Level 4 extension (Civic Room)																
Te Matapihi Rattle space creation, Wavy Wall																
Let's Get Wellington Moving (Timings TBC: Late 2025-2026)																
Te Matapihi Opening (Timing TBC: 2026)																
<b>Capital E</b>																
Lease Expires (4QW) 31 August 2024, potential extension of lease																
Capital E Closes on Queens Wharf																
Planning Capital E's offering in Te Matapihi																
Capital E reopens in Te Matapihi (Timings TBC: 2026)																
<b>Space Place</b>																
Planetarium upgrades																
Tūhara Tūrangi travelling exhibition																
Exhibition upgrades (Timings TBC)																
<b>Cable Car Museum</b>																
Exhibition upgrades (Timings TBC)																
<b>Nairn Street Cottage</b>																
Exhibition upgrades																

## Financial Sustainability & Opportunities from Challenge

Experience Wellington is making carefully considered decisions to plan for long term sustainability. The Trusts' reserves have been depleted during the pandemic, leading to significant financial challenges over the next three years as the organisation continues to navigate the long tail of COVID while seeking to invest in a sustainable future. Inflationary pressures are substantial and particularly evident in exhibitions and programming budgets, freight, employee costs, energy, cleaning, insurance and technology.

The challenging financial context requires difficult decisions and prioritisation, and that is what we have delivered in this Statement of Intent. Without ongoing Council and stakeholder support we will struggle to maintain solvency. The current financial situation has resulted from rising costs and revenue generation failing to keep up with expenditure over many years prior to the pandemic, this has left us with limited ability to withstand future shocks or invest in capital maintenance to refresh and renew exhibitions. COVID-19 and our challenges around the key Council infrastructure projects, has driven this to a point of significance.

Our financial challenges and reduced visitation are consistent with the arts and culture sector across the nation. Museums Aotearoa '2022 Value of Museums and Galleries in Aotearoa report (BERL)' found that most medium-sized institutions (like Wellington Museum or City Gallery) were forecasting a post-COVID-19 deficit of \$277,000. These financial challenges for museums in Aotearoa and the gallery sector are forecast to increase across 2023/24 as post-pandemic recovery continues amid inflationary pressure and reduced visitation. We have partnered with Council to identify and progress areas where working closer together provides improved economic or performance outcomes. Smart Council are now positioned to manage our technology requirements, and this is reflected in our budget. We have also partnered with Council's Mataaho Aronui Māori Strategic Partnerships Team and are reaping the benefits of the shared commitment to Te Ao Māori.

Over the next decade Pōneke will transform dramatically. Infrastructure projects will unlock potential across the CBD, moving us toward our goal of becoming a city of impact. The work we do this year will set the foundation for opportunities across many of our sites. We are looking forward to working with Wellington City Council on this once in a lifetime opportunity to create inspiring and inclusive environments for our experiences across each of our six sites for future generations of Wellingtonians.

The long-term future is bright for Te Waka Huia o Ngā Taonga Tuku Iho, Wellington Museum with a strengthened structure and reimagined visitor experience. Our vision is to work with mana whenua to create a museum with tāngata at its heart, where Wellington's many stories and voices meet and are celebrated, and its taonga are cared for, in an intimate, characterful and fearless museum of social history. When the Museum closes for earthquake strengthening, we will lose significant income from retail and venue hire at this site.

Experience Wellington is working alongside Council to reignite the spark of Te Ngākau Civic Square as the capital's hub of creativity and connection and are thrilled to be developing purpose-built spaces for Nōku te Ao, Capital E within Te Matapihi ki te Ao Nui Wellington's Central Library. With the ongoing construction/demolition, noise, vibration and dust in Te Ngākau Civic Square, access from the square to City Gallery is severely compromised, meaning that visitation is impacted and expected to remain so until the Te Mataphi ki Te Ao Nui project is complete. While disruption to the Gallery is high and visitation numbers are low, this gives us the opportunity to pivot and create a masterplan for the City Gallery. This rejuvenation project will allow us to plan critical building work and refresh a fantastic future for arts, culture, and heritage in Pōneke. We will seek to leverage Council's funding and support for this work.

For our sites not affected by construction projects, visitation continues to track positively and is forecast to be back to pre-pandemic levels by 2026/2027. The tourism horizon is also promising, and we are excited to

welcome cruise ships and increased national and international tourism again this year. Our commercial revenue is also growing, and our commercial team have been working hard behind the scenes to develop exclusive products for our retail sites that are made by local artists and creators. These products are proving extremely popular with our visitors. We are also working on a capital works programme with our top priorities being a rejuvenation of the Cable Car Museum and Nairn Street Cottage offerings and fitout.

Experience Wellington has also developed a new fundraising strategy and programme over the last year. Our charitable status provides access to private and philanthropic funding that is only available to charities, so we are uniquely positioned to grow fundraising revenue and leverage funds invested by Council in our organisation. We worked with international experts to develop a compelling and emotional proposition with a distinctive Experience Wellington message to anchor our fundraising and we are beginning to roll this out across our sites. We are in a strong position to become a great fundraising organisation and activate fundraising campaigns that leverage the upcoming change across the city as infrastructure work gets underway, particularly in Te Ngākau and the redevelopment of Wellington Museum.

Our objective is to build sustainable relationships with individuals and organisations who are passionate about arts, culture and heritage and want to ensure Experience Wellington's iconic experiences are stronger, better, and available for future generations to enjoy and explore. While results will take time to come to fruition, our fundraising ambitions are consistent with our approach to build a sustainable organisation benefitting generations of Wellingtonians. Experience Wellington is setting out a ten-year masterplan to build reserves from 2023/24 alongside an immediate commitment to invest in capital spend following three years of minimal capital expenditure driven by financial hardship.

To adequately fund our mahi and arrive at a budget that begins to build for a better future for Pōneke, we are seeking to work in harmony with our external challenges, prioritising mahi which will have the most impact in the short term, while remaining committed to our long-term intent to deliver remarkable experiences that will endure into the future.

## Our Strategic Framework

Experience Wellington’s Board confirmed our strategic plan for 2023/2024 in a strategy session held in December 2022. Experience Wellington aligns our own strategy with all relevant Council strategies to support Wellington aspirations and plans to achieve these.

### Experience Wellington’s Strategy Overview



#### ENRICHING LIVES

**WE ACHIEVE THIS THROUGH:**

- Making connections that keep people coming back.
- Taking insightful data-driven decisions.
- Engaging with new and diverse audiences and communities.
- Being recognised as a leader in education and learning
- Taking risks and breaking new ground.

**WHAT’S DIFFERENT:**

- A vibrant programme sits at the centre of our corporate planning cycle.
- Our planning is informed by our insights, vision, purpose and values; and has an 18-month lead time.
- We forge strong links with our audiences that encompass every aspect of their journey with us.
- We work purposefully across the organisation to build relationships with new and diverse audiences and communities.
- We develop a sector-leading learning offering for children and young people.



#### EMBRACING TE AO MĀORI

**WE ACHIEVE THIS THROUGH:**

- Developing and implementing a Māori engagement strategy.
- Building meaningful relationships with mana whenua.
- Implementing our Māori employment strategy.
- Developing and reflecting an Experience Wellington tikanga in our practices and values.

**WHAT’S DIFFERENT:**

- A growing number of our experiences enable our audiences and our people to see, feel and connect with Te Ao Māori.
- Onsite and online Experience Wellington touchstones (website, signage, welcome) reflect our commitment to Te Ao Māori.
- The number of staff who identify as Māori grows.
- Te Reo, tikanga Māori and Te Tiriti o Waitangi training is in place.



#### MAHITAHĪ

**WE ACHIEVE THIS THROUGH:**

- Identifying and implementing better ways of working together as one team
- Providing ongoing opportunities for our people to achieve, develop and learn.
- Building trust and confidence in each other to deliver.
- Providing a healthy, safe, and high performing organisation for our people.

**WHAT’S DIFFERENT:**

- Our staff engagement increases from 6.7 to 8.0/10.
- We have a zero-harm culture.
- The Executive Leadership Team work collectively to address issues raised via staff engagement surveys.
- New values support our mahi and our behaviours bring these to life.
- Our learning and development opportunities, internal communications and support systems are underpinned by our values and strategic plan.



#### EXPERIENCE WELLINGTON FLOURISHES

**WE ACHIEVE THIS THROUGH:**

- Setting smart, data-led targets that stretch us.
- Continuously improving systems and processes.
- All staff consider the financial and environmental impact of their decisions.
- Understanding and celebrating our value.
- Nurturing loyal stakeholders.

**WHAT’S DIFFERENT:**

- Our business systems review is complete and delivers efficiencies for staff, stakeholders, and the bottom line.
- Our use and procurement of resources is connected across the organisation.
- Our commercial opportunities deliver maximum impact.
- We retain our Carbon Zero accreditation and reduce our waste and power consumption.
- Our stakeholders are engaged, and fundraising revenue grows.



## Creating Our Shared Vision for Pōneke

### Our Plans and Approach to Achieve our Shared Vision for Pōneke


In this section we share our plans and approach for the year ahead to enable the success of our shared plans, projects and strategies.

Experience Wellington’s Masterplan for 2023/2024 is focussed on weaving our eight key projects, four strategic pou and six Council Strategies together to deliver shared aspirations for Wellington, the city we all love. These projects, pou and strategies outline our commitment to Wellingtonians. Our plans are realistic and consider the significant external pressures and uncertainties of construction projects. Our plans are centred on financial sustainability and building a framework for our organisation to ensure our success for future generations of Wellingtonians.

Experience Wellington’s purpose is to deliver remarkable experiences for Wellington every day. Our small team are tasked with managing sites and storage facilities across Wellington, caring for Wellington’s taonga and opening our incredible experiences to hundreds of thousands of visitors 364 days a year. Our day-to-day work occupies, drives and inspires us. The task of operational delivery is not discussed in this document but is important to highlight as the primary use of our team member's time. We acknowledge our team members who bring “*remarkable*” to our visitor experiences daily.

Our annual planning involves developing projects and programmes of mahi aligned to key projects, strategic pou and Council Strategies. These are further expanded in the three tables in this section.

Our Shared Key  
Projects



## Our Mahi on Key Projects

The table below contains eight key projects Experience Wellington will be driving during 2023-2024. The first five are projects Council has stipulated in their Statement of Expectation. These are shared priority projects between both organisations. The long-term opportunities for Space Place, Wellington Museum, Capital E, Cable Car Museum, City Gallery Wellington, and Nairn Street Cottage will be part of Experience Wellington’s 10-year Masterplan for arts, culture, and heritage in Pōneke, being bold and future focused on behalf of Wellington and Wellingtonians.

Key Agreed Project	Description of Mahi
<p><b>FINANCIAL SUSTAINABILITY</b>  <i>*Council’s Explicit Expectation of EW in relation to our SOE:1</i>  <b>To help enable the Trust to return to financial viability after a challenging COVID period, Council will work with the Trust to review its operating and funding model. The review will ensure that it is fit for purpose and enable the Trust to deliver on Council expectations and provide the best possible outcome for Wellington. Any major changes to the funding of our CCOs will need to be considered as part of the next LTP.</b></p>	<p>Experience Wellington has reviewed expenditure and opportunity for revenue gain, instituting cost savings and building revenue generation and fundraising capability in the face of rising costs. We have partnered with Council’s finance team to report and review our financial needs.</p> <p>Experience Wellington is committed to:</p> <ul style="list-style-type: none"> <li>- Providing transparent and realistic financial information to Council</li> <li>- Managing all expenditure with tight controls</li> <li>- Increasing revenue from trading income, fundraising and other non-Council sources</li> <li>- Working proactively with Smart Council to ensure our technology assets and operations are protected from cyber threats.</li> <li>- Prioritising spend to enable adequate investment in projects and activities that will have the greatest impact to Wellingtonians and our city.</li> <li>- Delivering budgets that adequately allow for capital investment and a plan to build reserves.</li> <li>- We will work collaboratively with the Council on the review of Experience Wellington’s operating &amp; funding model.</li> </ul>
<p><b>STEWARDED WELLINGTON’S ASSETS</b>  <i>*Council’s Explicit Expectation of EW in relation to our SOE:2</i>  <b>Council will continue to work actively with the Trust to develop Asset Management Maturity which will clearly define clear roles and responsibilities between the entities. One of the principal objectives is to create a common understanding with regards to the funding of operational and infrastructure assets and will outline a practical approach to the ongoing management and maintenance for the development of the 2023/24 Annual Plan, and the development of a comprehensive Asset Management Plan that will feed into the 2024-34 Long Term Plan.</b></p>	<p>Our staff and visitors enjoy the privilege of occupying Council’s assets, however the age of these buildings, some of which enjoy historic status, pose challenges in terms of maintenance, watertightness, heating, and ventilation. We are looking forward to continuing to work with Council’s Property Team - supporting condition-assessment and developing asset management plans for our Council-owned sites. The goal is moving to a high trust model that allows an agreed programme of repair and maintenance to be managed via a service level agreement between Council and Experience Wellington that reflects an accurate and transparent approach to effective stewardship of the builds we own and occupy.</p>

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**WELLINGTON MUSEUM AND REIMAGINING THE EXHIBITION**

*\*Council's Explicit Expectation of EW in relation to our SOE:3*

**Council will continue to work with the Trust to develop a plan for the seismic strengthening and upgrade of the Bond Store (home to the Wellington Museum).**

In conjunction with Council, we are developing a business case for the strengthening and reimagining of Te Waka Huia o Ngā Taonga Tuku Iho, Wellington Museum. If the proposal is successful, a two-and-a half-year closure could begin in July 2025 – depending upon the recommended engineering approach. Working with Council and consultants through the Project's remaining design stages, including consents, and contractor procurement, we are preparing for the decant of the Museum prior to the building being handed over to the building contractor.

The closure will affect our visitation and revenue-generating capability for the duration of the construction work. However, our community-focused approach means that we will be working with partners to enable access to Wellington's heritage collections and stories while the building is closed.

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**CABLE CAR MUSEUM AND KELBURN PRECINCT REINVIGORATED**

*\*Council's Explicit Expectation of EW in relation to our SOE:4*

**Council sees a role for the Trust, Council, Wellington NZ, and the Cable Car Company to work together in planning opportunities to leverage the Cable Car journey. Council expects the Cable Car to lead the planning for early interventions to celebrate the historic area at the top of the Cable Car, and to develop longer term plans for its future.**

The Kelburn-Paekākā Precinct is one of Wellington's most-visited spots, and Experience Wellington operates two sites integral to its success: Space Place at Carter Observatory and the Cable Car Museum. With a brand-new planetarium and upgrades to the exhibitions planned over the next three years, Space Place is set to bring together the culture and science of the southern skies, highlighting Matariki and Mātauranga Māori to enhance a much loved and attended attraction in Pōneke.

The Cable Car Museum is the most visited site in our portfolio. Its unique focus on the iconic Cable Car delivers a significant revenue injection which supports our organisational financial sustainability. This year we have exciting plans for a rejuvenation of the experience and exhibition which will create year-round impact.

Experience Wellington will actively participate in the monthly kōrero planning sessions with businesses in the precinct, including several CCOs and WCC business units to strengthen collaborations to drive visitation and improve the experience for locals and visitors.

We will partner specifically with the Cable Car Company team to deliver an integrated plan for the Kelburn-Paekākā precinct. The goal is to ensure that the experience provided to future visitors, the length of time they spend in the precinct, and their expenditure is significantly enhanced, contributing to the broader city visitor economy.

**CAPITAL E'S CO-LOCATION IN TE MATAPIHI KI TE AO NUI**

*\*Council's Explicit Expectation of EW in relation to our SOE:5*

**Council requests The Trust further develop its plans for Capital E and its co-location within Te Matapihi ki Te Ao Nui. An integrated service delivery model will be developed jointly by the Trust and Council. The parties will work together to secure operational and asset funding requirements associated with delivery of Capital E's agreed services in Te Matapihi via the 2024 Long Term Plan.**

Reigniting the spark of Te Ngākau Civic Square as the capital's cultural hub of creativity and connection, will rejuvenate the capital's arts quarter. We are thrilled to be shaping purpose-built spaces for Nōku te Ao, Capital E within Wellington's central library Te Matapihi. Capital E Nōku te Ao and Te Matapihi ki te Ao Nui share clear alignment in purpose and in offerings.

Our kaupapa has always been to create extraordinary experiences for, with, by, and between children and young people. Today's libraries are spaces where the community can connect and engage, to discover, innovate, create and showcase ideas, which has synergies with the mahi of Capital E. This ambitious project is scheduled to open early 2026.

Experience Wellington's partnership with Council is underpinned by a Heads of Agreement. The focus in 2023-24 will be achieving developed design for the visitor experience and building an operating model that draws on the best Capital E has to offer: delivering an extraordinary experience for young Wellingtonians.

**SPACE PLACE REIMAGINED**

Te Ara Whanui ki te Rangi, Space Place at Carter Observatory is home to the newest planetarium in Aotearoa, and proudly showcases mātauranga Māori alongside western astronomy. Council has funded a five-year plan to replace end-of-life planetarium projectors and software, alongside IT and audio-visual equipment, and exhibition interpretation. In 2023-24, we will complete a Masterplan for the project, and seek to leverage Council's support. We will increase Māori and Pasifika content to complement *Ngā Tohunga Whakatere – The Navigators* show, with the objective of Space Place becoming a centre-piece of Wellington's Matariki and Puanga celebrations.

**CITY GALLERY WELLINGTON UPGRADE**

Te Whare Toi, City Gallery Wellington is situated in an active demolition and construction zone with implications already affecting operations and exhibitions, and increased disruption is forecasted for the year ahead. We are forecasting a 60% reduction in visitation and retail spend. With hoardings across most of Te Ngākau, including restriction of the Mercer Street entrance to the Square, and noise, vibration and dust evident across the precinct, we are entering a difficult period at this site with many years of increased disruption. This context has forced us to consider how best to operate for 2023/2024, particularly through to 2026, with the resources available to us.

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We will be partnering with Council to find solutions for building maintenance on the Gallery, specifically, the HVAC system to ensure the Gallery meets the requirements of a contemporary art gallery.

While disruption to the gallery is high this provides us the opportunity to pivot from our normal routine and create a work plan to complete deferred repairs and maintenance to the building to ensure we can protect and care for art from Aotearoa and around the world, into the future. This is a wonderful opportunity to create a fantastic future for arts, culture and heritage in Pōneke. We will complete a masterplan for the City Gallery update project, and seek to leverage Council's funding and support.

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**NAIRN STREET COTTAGE**

Nairn Street Cottage is a beautiful heritage home and garden in the middle of our capital city, a space where our city's past way of life can inform and contribute to a better more sustainable future. Classified by Heritage New Zealand as having 'outstanding significance', Nairn Street Cottage is a space that speaks to renewal and longevity aligned with sustainability in everyday life. It is a space that could engage curious communities and enrich the lives of Wellingtonians with a bold and future-focused narrative.

In its current form – Nairn Street Cottage provides a perfect canvas to evolve and align its narrative to be bold and future focused. We are planning to make Nairn Street Cottage a space that can connect us to a love of botanicals in our everyday life, a space that can look to the past and champion positive change in our community to create a better future.

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### Our Mahi Aligned to our Strategic Pou

The table below contains plans of work programmes across our four key strategic pou for 2023-2024.

Strategic Pou	Description
<b>Enriching Lives</b>	<p>Strategically aligning programming that connects to audience insights. This includes:</p> <ul style="list-style-type: none"> <li>- Placing the audience at the heart of a vibrant, integrated programme plan that engages audiences onsite and online.</li> <li>- Creating a 10-year Masterplan for Experience Wellington: mapping the opportunities for each of our sites as the city transforms. This includes the strengthened and reimagined Museum; Space Place’s programme of exhibition renewal leading to a centre that showcases and celebrates the Southern Skies; Capital E as a driver of making Wellington the best place in Aotearoa to grow up as part of the Te Matapihi project; and City Gallery positioned to take advantage of the Te Ngākau and Let’s Get Wellington Moving projects. Our offerings at the Cable Car Museum will be reviewed and re-positioned to generate greater appeal.</li> <li>- Demonstrating improvements in access and inclusion in our offerings and programmes.</li> <li>- Undertaking a review of our individual brands and their connection to our audiences.</li> <li>- Continued collaboration with Council, our CCO whānau, and the city’s creative ecosystem: leveraging relationships, and providing attracting visitors to our city in the wake of COVID-19.</li> </ul>
<b>Experience Wellington Flourishes</b>	<ul style="list-style-type: none"> <li>- Strengthening and nurturing our current stakeholder relationships, and developing new collaborative partnerships</li> <li>- Growing our trading income through implementing our retail strategy, developing new commercial opportunities and better supporting existing programming to leverage better partnerships and commercial opportunities.</li> <li>- Implementing our sustainability work plan.</li> <li>- Embedding our three-year fundraising strategy and stakeholder engagement plan. Increasing revenue from events and requests for donations, onsite and online, and embedding a charitable trust mindset in our culture.</li> <li>- Implementing our commitment to continuous improvement in internal systems, policies and processes, seeking to streamline, and improve all processes across our organisation.</li> <li>- Streamlining our budgeting processes and implementing dashboard reporting for our Board.</li> </ul>
<b>Embracing Te Ao Māori</b>	<ul style="list-style-type: none"> <li>- Implementing our new Māori Engagement Strategy, Tūhono Ake, and progressing our commitment to te Tiriti o Waitangi by ensuring it is integrated into the values of our organisation.</li> <li>- Strengthening organisation-wide cultural capability.</li> <li>- Increasing the use and visibility of te reo Māori and tikanga Māori, onsite and online.</li> <li>- Building meaningful relationships that are enduring, reciprocal, effective and valued, and responding appropriately to the aspirations of mana whenua and Māori, drawing upon the expertise of Council’s Mataaho Aronui team.</li> <li>- Increasing recruitment of Māori staff in accordance with our Māori Employment Strategy, and tailoring support and professional development opportunities to existing team members who identify as Māori.</li> </ul>
<b>Mahitahi</b>	<ul style="list-style-type: none"> <li>- Focusing on attracting and retaining talented individuals to our organisation.</li> <li>- Creating a workplace culture that embraces our values and fosters pride in working for our organisation.</li> <li>- Continuing our work on our Māori Employment Strategy.</li> <li>- Implementing our new organisational values and employment brand.</li> </ul>

## Our Mahi Aligned to Council Strategies

The table below our commitment, approach and mahi aligned to six Council Strategies to achieve our shared vision for Wellington.

Council Strategy	Description
<b>Te Atakura: First to Zero</b>	<p>Experience Wellington is committed as a partner to Wellington City Council to support its programme of work as it becomes a net zero carbon city by 2050. We have a multi-pronged approach to implementing sustainability at Experience Wellington and supporting the aspirations of the city. Our commitment to Te Atakura is embedded and visible across all four of our strategic pou.</p> <p>We partner with Council to achieve sustainability improvements and energy efficiencies from our buildings. While the Council buildings we inhabit are of a range of age, size and locations, we partner with Council's Energy Team to ensure we are achieving the most efficient outcomes possible within the various building's context. Significant work with ABS has been undertaken to fine-tune our HVAC systems, and last year we were a key partner in delivering new cooling towers for Te Ngākau sites, all housed on our very own City Gallery's roof. City Gallery's exhibition lamps are being progressively upgraded to more energy efficient LED.</p> <p>We leverage our opportunity to influence audiences visiting our sites. Welcoming hundreds of thousands of visitors through our virtual and physical doors each year provides us with a unique opportunity to showcase, discuss and promote environmental sustainability practices and stories. Whether it's our own low impact environment choices throughout our visitor sites, to our exhibitions and events which often showcase and highlight environmental concepts and themes. Our curatorial, public programmes and learning teams are all well positioned to introduce Wellingtonians and visitors to sustainable thinking and practices. Our annual Great Big Waterfront Clean Up and joining the Love to Ride Challenge are also well-supported events in our annual calendar. With support from Council's Waste Minimisation Grant, we will be introducing more recycling bins in our venue hire and office spaces.</p> <p>We prioritise environment sustainability with our people. Our own internal Environmental Sustainability committee oversees and supports a range of new and existing initiatives across our organisation. The committee provides educational resources and advice, promote events and workshops, and the use of reusable containers, limited printing, vegetarian catering, and general environmental best practice across our organisation. Across our internal practices, a strong sustainability lens is applied to all policy, procedures and operational practices. Continuous review of activities is sought. Whether it's a new hygiene product supplier or improved management of our compost bins, we are continually improving what we are doing and seeking next steps to achieve First to Zero.</p> <p>We work with experts to grow and improve. In 2022, Experience Wellington signed up to the Tourism Industry Aotearoa (TIA), 'Tourism Sustainability Commitment', joining a group of tourism operators who are committed to making a difference. The TIA for the New Zealand tourism industry is to lead the world in sustainable tourism, to do this we need to be actively working towards sustainability in our operations.</p> <p>Our Environmental and Sustainability Committee, has charted an action plan to help us to meet some of the goals in our operations including:</p> <ul style="list-style-type: none"> <li>- promoting the Tiaki Promise in our front-of-house spaces.</li> <li>- a waste audit; measuring and reporting.</li> <li>- our Annual Carbon Footprint</li> </ul>

- reviewing our supply chains
- our Environmental Sustainability Policy
- creating a record of how we are giving back to the community.

**Tūpiki Ora Māori  
Strategy**

Experience Wellington shares Council’s commitment to mana whenua and Māori, seeking new ways to support our whānau to thrive. Our commitment to Tūpiki Ora is embedded in our strategic pou: Embracing Te Ao Māori and in our ambition to bring a Māori dimension to everything we do. We recognise we are at an early stage of this journey but are proud of our ongoing improvements.

In 2022 Experience Wellington launched its first Māori Engagement Strategy, Tūhono Ake. This five-year strategy articulates our commitment to Te Tiriti o Waitangi and represents a step toward becoming a bi-cultural organisation. It sets out the principles that guide how the organisation will build on mahi to date to work towards our ambition.

As an organisation we grow the capability and confidence of our team members to embrace Te Ao Māori: we are developing our kawa and tikanga and encouraging participation in te reo Māori lessons. Te Rōpū Mahi Tiriti provides initiatives for kaimahi across Experience Wellington. Our aspiration is that the first words our visitors onsite or online see, hear and read are te reo Māori, and we are committed to upskilling, and building a more diverse workforce. As part of our Māori employment strategy, we are developing meaningful, sustainable employment opportunities for Māori across Experience Wellington at all levels. We have plans for targeted Māori recruitment, development, and workplace culture.

We recognise our unique opportunity to leverage our shared commitment to Te Ao Māori through our visitor experiences. Te Whare Toi, City Gallery Wellington exhibition line up continues to showcase an abundance of Māori artists. Te Waka Huia o Ngā Taonga Tuku Iho, Wellington Museum redevelopment provides an opportunity for the reimagined museum to tell a richer story of mana whenua and the deep and rich Māori culture of Wellington. Te Ara Whanui ki te Rangi, Space Place’s redeveloped exhibition will be deeply reflective of Mātauranga Māori.

Our partnership with Mataaho Aronui Māori Strategic Partnerships Team is one we value highly. We look forward to working together to advance this mahi and shared initiatives for rangatahi, support for kaimahi Māori, and building relationship with mana whenua.

**Aho Tini 2030 – Arts,  
Culture and Creative  
Strategy**

Experience Wellington shares Council’s commitment to support Aho Tini and the arts, culture and creative strategy. Arts and culture experiences are at the heart of everything Experience Wellington exists to deliver. Our commitment to Aho Tini is embedded and visible across all four of our strategic pou. Experience Wellington will be a proud partner in bringing Aho Tini to life, making Wellington a truly creative capital. Our experiences build on the rich cultural traditions and identity of our capital city: our mahi in this area will be further enhanced through the revisioning of Capital E within Te Matapihi ki te Ao Nui and the redevelopment of Wellington Museum as a place that reflects and amplifies the voices and stories of our diverse communities. We will continue our commitment to access and inclusion in the arts sector and higher visibility of Ngā Toi Māori by supporting our Te Rōpū Mahi Tiriti and Access and Inclusion committees, and by supporting Māori roles throughout the organisation: Te Tūhono Reo, Senior Curator Toi Māori, Senior Curator Māori (Taonga) and our Kaiako Māori. A ‘Wellington First’ approach is being



	<p>taken to foster the success of the city's artists and arts organisations. We work in partnership to activate the city's places and spaces via programming alliances with Council, Cuba Dupa, Children's Day and Tawhiri.</p>
<p><b>Strategy for Children and Young People</b></p>	<p>Experience Wellington shares Council's commitment to Wellington being the best place to grow up in Aotearoa. Our commitment to Council's Strategy for Children and Young People is clearly visible in our strategic pou of Enriching Lives and in our commitment to Capital E, Te Matapihi ki te Ao Nui, and programming for and with children, families and young people across our experiences.</p> <p>Our talented teams deliver unique learning experiences for schools. We support staff with continuous training to develop specific strategies to support children with diverse needs. With careful programme planning and listening to the individual needs of our schools, we ensure our sites are inclusive and welcoming spaces for all. We deliver a wide range of learning experiences for tamariki and ākonga, including explorative sensory play, programming and learning opportunities and interactive exhibitions. We also run a range of diverse and inclusive events including experiences in te reo Māori which are available to kura and tamariki, we endeavor to promote positive and uplifting diversity themes. We also offer accessible events for many different audiences, including, non-verbal shows which provides access to children who don't have English as a first language or may have developmental or learning difficulties. All tickets to our experiences are subsidised to make them affordable for all schools and schools with an Equity Index &gt; 463 can apply for further subsidies on both tickets and transport so all tamariki can experience the power and joy of performance and build lasting and transformative memories. We pride ourselves on providing safe and welcoming spaces to nurture the wellbeing of our youngest Wellingtonians while they develop their understanding of the world around them through science, history, culture, and art.</p>
<p><b>Economic Wellbeing Strategy</b></p>	<p>Experience Wellington shares Council's commitment to support the Economic Wellbeing Strategy by providing safe, culturally diverse, accessible, inclusive, and welcoming spaces for all visitors. Our commitment to Council's Economic Wellbeing Strategy is visible and evident across all four of our strategic pou. We support Council's Economic Wellbeing Strategy and we provide a 'Wellington First' approach by prioritising local talent and partnerships and are proud to be a vital part of an interwoven eco-system alongside accommodation providers, retail outlets, restaurants, and other venue and tourism sites – together contributing to the economic wellbeing of our city. We partner with our CCO whanau to develop incredible opportunities and events for Wellington.</p>
<p><b>Accessible Wellington Strategy</b></p>	<p>Experience Wellington remains committed to ensuring our sites, exhibitions and programmes are inclusive and accessible to all. Our Access and Inclusion Committee, made up of staff representatives, champion new initiatives – activity is underpinned by the principle that access is a human right, and that an environment of accessibility and inclusion has universal benefit. Access and Inclusion is important to our team and the many new and repeat initiatives undertaken in the last year demonstrate this focus. We are committed to the Accessible Wellington Strategy, and this is visible and evident across all four of our strategic pou.</p> <p><i>We partner with Council to achieve improved accessibility at our sites.</i> While the Council buildings we inhabit are of a range of age, size and locations, we partner with Council's Property Team to seek improvements in accessibility for our visitors. Improvements such as reliable lifts at our sites, improved and larger bathroom facilities and increased accessibility to our sites, particularly City Gallery Wellington, are all areas of opportunity, that are priorities for both parties.</p>

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*We leverage our opportunity to influence audiences visiting our sites.* Welcoming hundreds of thousands of visitors through our virtual and physical doors each year, provides us with a unique opportunity to showcase, discuss and promote inclusionary practices and celebrations. Our Public Programmes team deliver a varied and diverse offering ensuring all members of our community enjoy programmes especially tailored for them. This includes takiwātanga neurodivergent, LGBTQIA+, blind and low vision, deaf and hard of hearing, seniors as well as welcoming cultural groups to enjoy and celebrate their communities. This year we will be exploring Rainbow Tick as part of the Access and Inclusion Committee workplan and will engage with Council's Rainbow Advisory Group.

*We embrace our Safe Spaces Statement to ensure all people are welcome and safe on our sites and at our programmes.*

Experience Wellington strives to provide a safe space for all, regardless of gender identity and expression, sexual orientation, physical ability, appearance, neurodiversity, physical appearance, body size, ethnicity, nationality, race, age, or religion. Our statement is visible at all our sites and online and is enforced where necessary to ensure our spaces are safe for team members and visitors.

*We prioritise inclusion with our team.* Not only are we focussed on visitor access and inclusion we also internally apply a strong access and inclusion lens across all policy, procedures and operational practices. The Access and Inclusion Committee works closely with teams across the organisation to ensure this happens. This year the Committee will review our Accessibility Policy as well as exploring an Access and Inclusion Charter, following Council's example.

The Committee provides educational resources and advice, promotes events and workshops. Currently the Committee is considering supporting Mind Over Matter workshops developed for visitor service staff, parents and teachers living, working and interacting with neurodivergent members of the community.

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## Our Performance Outcomes

### Key Performance Measures

Our Key Performance Indicators (KPIs) as required by Council are set out in the charts below. We have also set internal targets to align with key themes from Council's 2021-31 Long-term Plan (LTP) – Environmental, Social, Cultural, and Economic.

We strive to continuously review and refine performance measurements over the planning period to reflect the needs of our stakeholders, and to provide information that helps to assess the impact Experience Wellington makes on Wellington's prosperity and livability.

### Key Principles

The principles governing our relationship with Council as our primary stakeholder includes:

- Operating on a “no surprises” basis so that any significant event that may affect 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.
- Providing 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.
- Disclosing within the Experience Wellington's Strategic Plan any significant transactions that are planned.

### Assumptions Informing our Statement of Intent

In 2023-24 we expect to:

- Raise **\$3,700,000** of our revenue from trading initiatives, fundraising and commercial activity.
- Achieve an average of at least **87%** approval rating from our visitors for the quality of their experience at our institutions.
- Engage with over **360,000** virtual visitors through our websites and social media channels.
- Welcome over **400,000** on-site visitors, of which around **23,000** will be children and young people visiting for a learning experience on Enriching Local Curriculum (ELC) funded visits.
- Receive a Letter of Comfort from Wellington City Council, guaranteeing our solvency, due to our ongoing cashflow challenges, and forecast deficit budget. The parties will meet quarterly to discuss the budget in addition to usual reporting mechanisms already in place between Wellington City Council and Experience Wellington.

We have developed the SOI and budget based on the following performance/revenue assumptions and commitments:

- A commitment to focus on core business in our planning and expenditure.
- A return to a break-even position at the time of reopening Wellington Museum for the 2027/28 financial year.
- A reduction in visitation and visitor-related revenue at City Gallery Wellington due to the significant disruption of demolition and construction projects in Te Ngākau. This is forecast at 60% reduced visitation, 60% reduction in retail.

- A reduction in visitation and visitor-related revenue at Wellington Museum due to the building being declared earthquake prone. Forecast at 20% reduction in visitation, 20% reduction in retail and potentially lower for our venue hire.
- Improved visitation and visitor related revenue at Cable Car Museum, Space Place, Capital E and Nairn Street Cottage.
- Improved revenue generation from fundraising and our New Ambition fundraising strategy
- An increase in core funding from Wellington City Council of 8%.
- A capital plan will be established and funding sourced.
- Delivering our Enriching Local Curriculum funded education programmes at the Ministry of Education contracted level.

We have developed the SOI and budget based on the following expenditure assumptions:

- Increasing overhead and core salaries based on current trajectories and forecast market adjustments.
- Our technology is run by Smart Council, including capital, software and servicing costs. We are working through the details of this arrangement.
- The Project Manager for Museum Strengthening and Project Coordinator for Te Matapihi continue to be funded by Council.
- A commitment to assign budget to a capital budget for the year, with a prioritisation on rejuvenation at Cable Car Museum and Nairn Street Cottage exhibitions.
- Reduced exhibitions and invigilation spend at the Gallery for 23/24, responding to the 60% reduction in visitation forecast.
- A commitment to develop a pathway to build reserves to support cashflow management and increase resilience for future economic challenges.

## Non-Financial Performance Measures

### Our Visitors

**Physical Visitation:** The total number of on-site visits to institutions including the 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	2021-22	2022-23	2023-24	Q1	Q2	Q3	Q4	2024-25	2025-26
	Actual	SOI		Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun		
City Gallery Wellington	102,071	112,500	50,000	12,500	12,500	12,500	12,500	50,000	60,000
Wellington Museum	66,481	85,000	100,000	30,000	35,000	20,000	15,000	100,000	0*
Capital E	29,811	71,000	50,000	10,000	20,000	10,000	10,000	65,000	60,000
Cable Car Museum	70,348	106,000	160,000	30,000	65,000	50,000	15,000	180,000	200,000
Space Place	28,713	40,000	45,000	7,500	12,500	12,500	12,500	50,000	60,000
Nairn Street Cottage	87	500	600	100	200	200	100	800	2,000
<b>Total</b>	<b>297,511</b>	<b>415,000</b>	<b>405,600</b>	<b>90,100</b>	<b>145,200</b>	<b>105,200</b>	<b>65,100</b>	<b>445,800</b>	<b>382,000</b>

*Strengthening work at Wellington Museum will see the building close for an estimated 2.5-year period, from 2025\**

**Virtual Visitation:** The total number of unique user visits to institutional web/mobile sites.

Virtual Visitor Numbers	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	SOI			
City Gallery Wellington	32,111	105,000	105,000	105,000	106,000
Museums Wellington	42,185	105,000	108,000	109,000	110,000
Capital E	11,966	40,000	40,000	40,000	41,000
<b>Total</b>	<b>82,262</b>	<b>250,000</b>	<b>253,000</b>	<b>254,000</b>	<b>257,000</b>

**Social Media Profile:** A snapshot of Facebook friends, Instagram and Twitter followers and YouTube views.

Social Media Numbers	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	SOI			
City Gallery Wellington	47,278	48,850	49,970	51,060	52,000
Wellington Museum	15,881	16,750	32,500	34,500	35,000
Capital E	10,076	10,500	11,870	12,000	12,400
Space Place	11,215	11,300	12,470	13,100	13,500
Nairn Street Cottage	680	720	790	820	850
<b>Total</b>	<b>85,130</b>	<b>88,120</b>	<b>107,600</b>	<b>111,480</b>	<b>113,750</b>

*Wellington Museum includes the Museums Wellington combined account for Instagram and YouTube.*

**Children & Young People Visiting for a Learning Experience:** The number of students (aged 0-18 years) participating in a learning experience organised by their education provider.

	2021-22	2022-23	2023-24	2024-25	2025-26
Learning Experience Visitors	Actual	SOI			
<b>Experience Wellington Total</b>	15,262	41,800	23,100	23,100	23,100

*Figures include curriculum-aligned learning experiences which are supported by the Ministry of Education through its Enriching Local Curriculum (ELC) programme, self-directed and outreach learning experiences.*

**City Residents' Awareness:** The number of Wellingtonians who know about our institutions as assessed through the Annual Residents' Survey conducted by Council.

Residents' Awareness	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	SOI			
City Gallery Wellington	90%	88-92%	88-92%	88-92%	88-92%
Wellington Museum	96%	91-95%	91-95%	91-95%	91-95%
Capital E	78%	80-85%	80-85%	80-85%	80-85%
Cable Car Museum	95%	92-95%	92-95%	92-95%	92-95%
Space Place	91%	89-93%	89-93%	89-93%	89-93%
Nairn Street Cottage	52%	49-57%	49-57%	49-57%	49-57%

*In consultation with Council's Research & Evaluation team a target range has been determined as an appropriate KPI.*

Our People

**Health and Safety:** No notifiable incidents involving workers or visitors as defined by the Health and Safety at Work Act 2015.

Number of Notifiable Incidents	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	SOI			
<b>Experience Wellington Total</b>	0	0	0	0	0

## Financial Performance Measures

**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 (excludes Creative New Zealand & Ministry of Education for ELC). Retail sales and venue hire are significantly reduced in line with forecast visitation.

Measure	2021-22	2022-23	2023-24	2024-25	2025-26
	Actual	SOI			
<b>Non-Council Revenue (\$'000)</b>	2,182	1,450	3,763	4,087	3,422
<b>Spend per Visit (\$)</b>	6.99	3.42	4.20	4.01	3.62
<b>Subsidy per Visit (\$)</b>	21.37	15.63	22.38	21.34	25.80

*The Council subsidy per physical visitor (excluding online engagement) is calculated first by dividing the number of forecast visits into the operating grant received from Council.*

## Our Board's Approach to Governance

### Structures and Evaluation of Performance

Trustees are appointed by Council and are standard-bearers for our vision. The Board is responsible for setting the strategic direction and approving the Statement of Intent (SOI) 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 meet regularly and operates two committees (The Finance, Audit and Risk Committee and the People, Performance and Safety Committee) which review relevant matters prior to consideration by the full Board. In addition, the Board will convene ad hoc working groups to consider specific issues. Guidance in specialist areas is also provided as appropriate.

**Finance, Audit, Risk and Revenue (FARR) Committee:** The FARR Committee has been established to assist the Board in carrying out its duties in regard to financial performance, reporting, audit and assurance, risk management and legislative compliance and revenue generation to ensure financial sustainability.

**People, Performance and Safety (PPS) Committee:** The PPS Committee has been established by the Board to support the Chief Executive in carrying out their responsibilities as the employer and to assist the Board to meet its due diligence responsibilities regarding Experience Wellington's compliance with the Health and Safety at Work Act 2015. The PPS Committee are also accountable for ensuring the performance and remuneration of the Chief Executive are appropriately managed.

The Board strives to meet best practice governance standards and undertakes an annual review of the overall Board, individual Trustees, and the Chair's performance, and report to the Chief Executive of Council annually. Board appointment is for a three-year term. Trustees may be reappointed to the Board provided the total number of years served by a Trustee does not exceed nine years.

## Our Organisational Health, Capability and Risk Assessment

### Organisational Wellbeing, Healthy and Safety

Our wellbeing, health and safety goal is a zero-harm culture and we have adopted rigorous systems and processes to ensure 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 Board maintains a high degree of awareness of the legislation related to its activities. This includes a Wellbeing, Health and Safety Management Plan that identifies and prioritises the management of critical areas of risk. This is regularly reviewed, monitored, and verified for effectiveness. Where Council and the Trust have shared responsibilities and overlapping duties, then all parties ensure there is effective consultation and co-operation to eliminate or minimise the risks and keep all those in the vicinity of our workplaces safe. We are committed to continuous improvement of our organisation effectiveness with the objective of being an employer of choice demonstrating whanaungatanga. Our wellbeing strategy aims to build a collaborative and high performing work environment. We have invested in training to support managers navigating wellbeing with their teams, and to increase awareness and skill including mental health training programmes. Our number one priority is to keep our visitors and our employees safe.

### Risk Assessment and Management Framework

Our Risk Profile is reviewed regularly at executive and board level 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. Business Continuity Plans have been developed but are due for an update.

We acknowledge that under the Health and Safety at Work Act 2015 we share Person Conducting a Business or Undertaking (PCBU) responsibilities with Council regarding Council buildings we manage and occupy.

Assessed risks which carry a lower risk value tend to be within our operational purview except for risks associated with buildings maintenance and plant performance issues which are Council's responsibility. Building and plant issues that are likely to affect business continuity or present a risk to health and safety of workers and visitors are immediately brought to Council's attention.

We have adequate insurance cover to meet specific business needs and deductibles are in line with generally accepted risk management principles and affordability.



## Appendices

### Appendix 1: 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 a Registered Charity CC22571 under the Charities Act 2005. It is a Council Controlled Organisation (CCO) in terms of the Local Government Act 2002.

The forecast (budget) Financial Statements of Experience Wellington for 2023-24 onwards includes all expenses forecast by the organisation across all groups including; exhibitions, curatorial and projects, operations and corporate services, children, young people and community engagement and fundraising, marketing and communications. The revenue forecast includes Council and our other key funders and other trading income.

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 forecast 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 forecast Financial Statements are prepared on the historical cost basis.

##### c) Presentation currency

These forecast 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 Not depreciated.

The residual value of assets is reassessed annually.

#### **b) Collections**

Collections are artefacts that are of cultural or historical importance. A substantial amount of 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 2021 and have confirmed that the carrying value at 30 June 2022 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 Statement of Financial Position 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 the Statement of Financial Performance in proportion to the stage of completion of the transaction at the reporting date. Income is recognised 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 amortised to income throughout the period of the exhibition.

##### **(iii) Donations**

Cash donations from the community are recognised in the Statement of Financial Performance at the point at which they are receipted into Experience Wellington's bank account.

#### **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 Statement of financial Position. 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 a Registered Charity 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.

**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 \$9,077,860 for the core operation, the Space Place underwrite of estimated \$472,000 is excluded from this core operation funding. In addition, we are seeking a rental subsidy of \$1,768,000 and Capital injection of \$770,500 for the 2023-24 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. 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.

**7. Distribution to Settlor**

Experience Wellington does not make a distribution to the Settlor.

## Appendix 2: Financial Statements

Forecast	STATEMENT OF FINANCIAL PERFORMANCE	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/23	Experience Wellington Total (\$'000)	30/09/23	31/12/23	31/03/24	30/06/24	30/06/24	30/06/25	30/06/26
	<b>Revenue</b>							
220	Trading Admissions	80	80	80	80	318	334	221
1,286	Trading Commercial	346	346	346	346	1,384	1,453	1,163
1,330	Children, Young Persons & Community Engagement	257	257	257	257	1,026	1,226	922
8,200	Council Operating Grant	2,269	2,269	2,269	2,269	9,077	9,513	9,855
1,768	Council Accommodation Grant	442	442	442	442	1,769	1,769	1,769
0	Living Wage Grant	25	25	25	25	100	0	0
544	Fundraising	228	228	228	228	913	959	1,007
18	Investment Income	14	14	14	14	57	57	57
365	Other Income	48	48	48	48	191	191	191
<b>13,731</b>	<b>Total Revenue</b>	<b>3,709</b>	<b>3,709</b>	<b>3,709</b>	<b>3,709</b>	<b>14,835</b>	<b>15,501</b>	<b>15,184</b>
<b>470</b>	<b>Cost of Goods Sold</b>	<b>171</b>	<b>172</b>	<b>172</b>	<b>172</b>	<b>685</b>	<b>719</b>	<b>568</b>
<b>13,261</b>	<b>Net Revenue</b>	<b>3,538</b>	<b>3,537</b>	<b>3,537</b>	<b>3,537</b>	<b>14,150</b>	<b>14,782</b>	<b>14,616</b>
	<b>Expenditure</b>							
7,636	Employee Costs	2,124	2,124	2,124	2,124	8,497	8,667	8,540
1,339	Council Rent	336	336	336	336	1,344	1,344	1,344
1,387	Occupancy Costs (excluding Council Rent)	356	356	356	356	1,425	1,496	1,423
302	Technology Costs	25	25	25	25	100	105	70
120	Professional Fees	53	53	53	53	210	221	232
152	Administration Expenses	44	44	44	44	177	186	165
89	Trustee Fees & Expenses	23	23	23	23	93	98	103
15	Operations & CE Office	12	12	12	12	47	49	52
471	Fundraising, Marketing & Communications	116	116	116	116	465	488	433
116	Art & Heritage	43	43	43	43	173	182	191
812	Exhibitions & Project Management	254	254	254	254	1,015	1,066	1,039
1,455	Children, Young Persons & Community Engagement	192	192	192	192	768	1,006	530
0	Te ao Maori	23	23	23	23	90	95	99
285	Depreciation	84	84	84	84	336	374	411
0	Interest	0	0	0	0	0	0	0
<b>14,179</b>	<b>Total Expenditure</b>	<b>3,685</b>	<b>3,685</b>	<b>3,685</b>	<b>3,685</b>	<b>14,740</b>	<b>15,376</b>	<b>14,631</b>
<b>-918</b>	<b>Net Surplus/(Deficit) before Taxation</b>	<b>-147</b>	<b>-148</b>	<b>-148</b>	<b>-148</b>	<b>-590</b>	<b>-594</b>	<b>-15</b>
0	Taxation Expense	0	0	0	0	0	0	0
<b>-918</b>	<b>Net Surplus/(Deficit)</b>	<b>-147</b>	<b>-148</b>	<b>-148</b>	<b>-148</b>	<b>-590</b>	<b>-594</b>	<b>-15</b>
<b>-6.69%</b>	<b>Operating Margin</b>	<b>-4.15%</b>	<b>-4.18%</b>	<b>-4.18%</b>	<b>-4.18%</b>	<b>-4.17%</b>	<b>-4.02%</b>	<b>-0.10%</b>

Assumptions: Living Wage Grant added to cover the additional increase to 9.9%, WCC opex grant increases 8% 23/24, 4.8% for 24/25 based on 23/24 and 3.6% for 25/26 based on 24/25, Other costs CPI increase 5% 24/25 onwards, Smart Council - cost fully funded by WCC, Wellington Museum not closed until July 2025 (25/26) - nil trading income & reduced expenses: 1. Assume the WCC grants will remain intact over closure period (in order to fund capital project for Exhibitions), 2. Assume Fundraising income no change, City Gallery assumed open during 23/24 and out years, A capital plan will be established and funding sourced., Assume WCC grants continue if areas closed, The Space Place deficit grant has been excluded.

Forecast 30/06/2023	STATEMENT OF FINANCIAL POSITION Experience Wellington Total (\$'000)	Budget Qtr to 30/09/23	Budget Qtr to 31/12/23	Budget Qtr to 31/03/24	Budget Qtr to 30/06/24	Total YE 30/06/24	Total YE 30/06/25	Total YE 30/06/26
<b>Shareholder/Trust Funds</b>								
2,133	Share Capital/Settled Funds	2,133	2,133	2,133	2,133	2,133	2,133	2,133
0	Revaluation Reserves	0	0	0	0	0	0	0
447	Restricted Funds	447	447	447	447	447	447	447
480	Retained Earnings	333	186	38	-110	-110	-704	-719
<b>3,060</b>	<b>Total Shareholder/Trust Funds</b>	<b>2,913</b>	<b>2,766</b>	<b>2,618</b>	<b>2,470</b>	<b>2,470</b>	<b>1,876</b>	<b>1,861</b>
<b>Current Assets</b>								
300	Cash and Bank	300	300	300	300	300	300	300
450	Accounts Receivable	451	425	450	476	476	493	723
200	Other Current Assets	200	200	200	200	200	200	200
<b>950</b>	<b>Total Current Assets</b>	<b>951</b>	<b>925</b>	<b>950</b>	<b>976</b>	<b>976</b>	<b>993</b>	<b>1,223</b>
<b>Investments</b>								
1,090	Deposits on Call	1,027	939	851	763	763	1,202	2,018
0	Other Investments	0	0	0	0	0	0	0
<b>1,090</b>	<b>Total Investments</b>	<b>1,027</b>	<b>939</b>	<b>851</b>	<b>763</b>	<b>763</b>	<b>1,202</b>	<b>2,018</b>
<b>Non-Current Assets</b>								
3,227	Fixed Assets	3,336	3,445	3,553	3,662	3,662	3,438	3,177
274	Other Non-current Assets	274	274	274	274	274	274	274
<b>3,501</b>	<b>Total Non-current Assets</b>	<b>3,610</b>	<b>3,719</b>	<b>3,827</b>	<b>3,936</b>	<b>3,936</b>	<b>3,712</b>	<b>3,451</b>
<b>5,541</b>	<b>Total Assets</b>	<b>5,587</b>	<b>5,582</b>	<b>5,628</b>	<b>5,675</b>	<b>5,675</b>	<b>5,907</b>	<b>6,692</b>
<b>Current Liabilities</b>								
2,141	Accounts Payable and Accruals	2,329	2,422	2,616	2,810	2,810	3,636	4,436
300	Other Current Liabilities	300	350	350	350	350	350	350
<b>2,441</b>	<b>Total Current Liabilities</b>	<b>2,629</b>	<b>2,772</b>	<b>2,966</b>	<b>3,160</b>	<b>3,160</b>	<b>3,986</b>	<b>4,786</b>
<b>Non-Current Liabilities</b>								
0	Loans - WCC	0	0	0	0	0	0	0
0	Loans - Other	0	0	0	0	0	0	0
40	Other Non-Current Liabilities	45	45	45	45	45	45	45
<b>40</b>	<b>Total Non-Current Liabilities</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>45</b>
<b>3,060</b>	<b>Net Assets</b>	<b>2,913</b>	<b>2,765</b>	<b>2,617</b>	<b>2,470</b>	<b>2,470</b>	<b>1,876</b>	<b>1,861</b>
<b>83.56%</b>	<b>Working Capital Ratio</b>	<b>75.23%</b>	<b>67.24%</b>	<b>60.72%</b>	<b>55.04%</b>	<b>55.04%</b>	<b>55.06%</b>	<b>67.72%</b>
<b>55.23%</b>	<b>Equity Ratio</b>	<b>52.14%</b>	<b>49.54%</b>	<b>46.51%</b>	<b>43.52%</b>	<b>43.52%</b>	<b>31.76%</b>	<b>27.81%</b>

Assumptions: A capital plan will be established, and funding sourced for the purchase of Fixed Assets. No Change in Nikau Foundation balance.

Forecast	STATEMENT OF CASH FLOWS	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/23	Experience Wellington Total (\$'000)	30/09/23	31/12/23	31/03/24	30/06/24	30/06/24	30/06/25	30/06/26
	<b>Operating Cash Flow</b>							
	<i>Cash provided from:</i>							
1,506	Trading Receipts	426	426	426	426	1,702	1,787	1,383
9,968	WCC Grants	2,737	2,712	2,712	2,712	10,871	11,282	11,624
544	Fundraising	228	228	228	228	913	959	1,007
1,330	Exhibitions & Programmes	257	257	257	257	1,026	1,226	922
18	Investment Income	14	14	14	14	57	57	57
365	Other Income	48	48	48	48	191	191	191
13,731		3,709	3,684	3,684	3,684	14,760	15,501	15,184
	<i>Cash applied to:</i>							
7,636	Payments to Employees	2,124	2,124	2,124	2,124	8,497	8,667	8,540
6,258	Payments to Suppliers	1,477	1,477	1,477	1,477	5,907	6,335	5,680
-138	Net GST Cash Flow	-22	-22	-22	-22	-89	-89	-2
0	Interest Paid	0	0	0	0	0	0	0
13,756		3,579	3,579	3,579	3,579	14,316	14,913	14,218
<b>-25</b>	<b>Total Operating Cash Flow</b>	<b>130</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>445</b>	<b>588</b>	<b>966</b>
	<b>Investing Cash Flow</b>							
	<i>Cash provided from:</i>							
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
	<i>Cash applied to:</i>							
63	Purchase of Fixed Assets	193	193	193	193	771	150	150
0	Other	0	0	0	0	0	0	0
63		193	193	193	193	771	150	150
<b>-63</b>	<b>Total Investing Cash Flow</b>	<b>-193</b>	<b>-193</b>	<b>-193</b>	<b>-193</b>	<b>-771</b>	<b>-150</b>	<b>-150</b>
	<b>Financing Cash Flow</b>							
	<i>Cash provided from:</i>							
0	Drawdown of Loans	0	0	0	0	0	0	0
0	Other WCC Financing	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
	<i>Cash applied to:</i>							
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	<b>Total Financing Cash Flow</b>	0	0	0	0	0	0	0
<b>-88</b>	<b>Net Increase/(Decrease) in Cash Held</b>	<b>-63</b>	<b>-88</b>	<b>-88</b>	<b>-88</b>	<b>-327</b>	438	816
1,478	<b>Opening Cash Equivalents</b>	1,390	1,327	1,239	1,151	1,390	1,063	1,502
<b>1,390</b>	<b>Closing Cash Equivalents</b>	<b>1,327</b>	<b>1,239</b>	<b>1,151</b>	<b>1,063</b>	<b>1,063</b>	<b>1,502</b>	<b>2,318</b>

Forecast	CASH FLOW RECONCILIATION	Budget Qtr to	Budget Qtr to	Budget Qtr to	Budget Qtr to	Total YE	Total YE	Total YE
30/06/23	Experience Wellington Total (\$'000)	30/09/23	31/12/23	31/03/24	30/06/24	30/06/24	30/06/25	30/06/26
-918	Operating Surplus/(Deficit) for the Year	-147	-148	-148	-148	-591	-594	-15
	<b>Add Non-Cash Items:</b>							
285	Depreciation	84	84	84	84	336	374	411
0	Other	0	0	0	0	0	0	0
<b>285</b>		<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>336</b>	<b>374</b>	<b>411</b>
	<b>Movements in Working Capital</b>							
-447	(Increase)/Decrease in Receivables	1	-26	25	167	70	165	386
6	(Increase)/Decrease in Other Current Assets	0	0	0	0	0	0	0
-318	Increase/(Decrease) in Other Current Liabilities	0	50	0	0	0	0	0
1,367	Increase/(Decrease) in Accounts Payable	180	145	144	2	630	643	184
<b>608</b>		<b>193</b>	<b>169</b>	<b>169</b>	<b>169</b>	<b>700</b>	<b>808</b>	<b>570</b>
	<b>Net Gain/(Loss) on Sale:</b>							
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
<b>-25</b>	<b>Net Cash Flow from Operations</b>	<b>130</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>445</b>	<b>588</b>	<b>966</b>





**Wellington Regional Stadium Trust  
Statement of Trustees Intent  
For the year ending 30 June 2024**

Registered Office: Sky Stadium  
105 Waterloo Quay  
Wellington

Chair: Rachel Taulelei

Chief Executive: Shane Harmon

The Wellington Regional Stadium Trust (the Trust) was established by the Wellington Regional Council (Stadium Empowering) Act 1996. The Settlers 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 2023



## **1. INTRODUCTION**

The 2023 financial year saw the Stadium host a normal calendar of events for the first time since 2019 as crowds gradually returned without attendance restrictions. The 2024 year should see further improvement as the year begins with the FIFA Women's World Cup 2023, the largest event the Stadium will ever hold.

Te Whanganui-a-Tara will host seven Group Matches, a Round of Sixteen clash, and a Quarter Final. The highlight will be a rematch of the last World Cup final when the USA take on Netherlands. Half of the top 10 ranked women's team will play in the capital, and it is expected that thousands of international visitors will attend matches. Planning is well advanced for the Tournament with major capital projects including pitch replacement, lighting and changeroom upgrades and new turnstiles underway.

Because of the FIFA Women's World Cup, the Stadium will not host an All Blacks' Test match this year.

Hot off the heels of hosting our largest ever crowd at the Ed Sheeran concert, there is renewed interest in Wellington as a concert venue, and we hope to make more announcements in due course, ensuring a busy summer of events.

The Trust intends to continue to invest in the facility. Seismic strengthening work will begin on the main Stadium building, providing additional resilience, a project for which the settlors have allocated \$4.66m in total from their respective current Long-Term Plans (LTPs). In addition, the replay screens will be replaced.

For the next five years the Trust has identified capital work requirements for at least \$37 million. These works are necessary to keep the Stadium operating as a safe and efficiently operating facility. Commitment to this level of capex is beyond the means of the Stadium, and the Trust welcomes ongoing dialogue with settlors to with the next long term plan process for consideration of a longer-term investment plan to fund future capital works.

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 WellingtonNZ.

Wellington is in a strong position to emerge as a revitalised events capital of New Zealand and the Trust is very keen to play a key role in this.

Matters raised in the Joint Statement of Expectations from both WCC and GWRC are addressed in this Statement of Intent.



## 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.

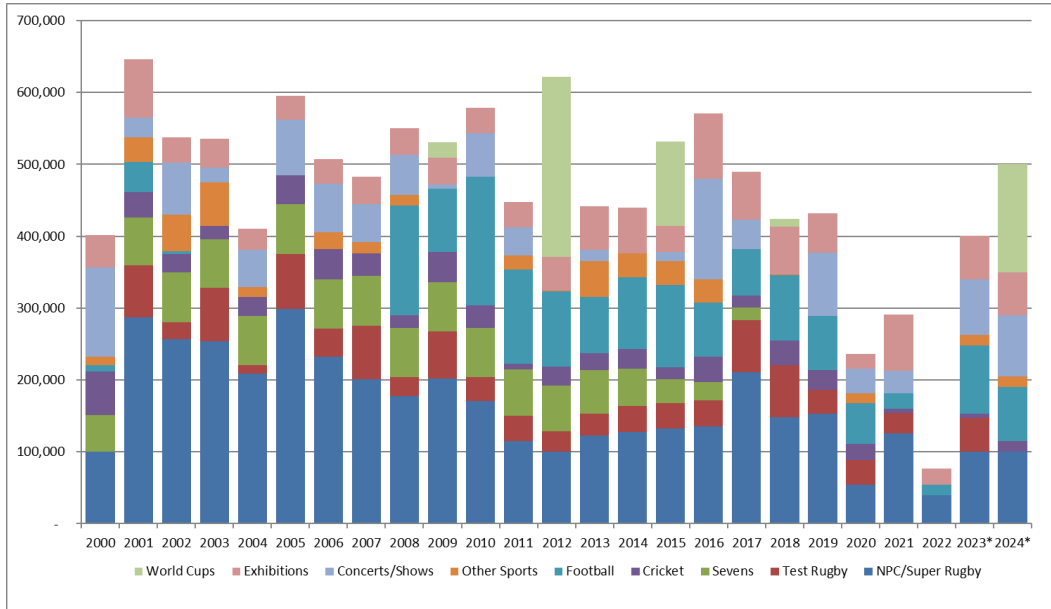
The Trust strives to meet all the general objectives of the Councils noting that the overriding requirement of the Trust Deed means that the Trust must generate sufficient profit to repay loans and finance capital expenditure. This has not been possible over the past three years due to the challenges created by the pandemic.

### b) OPERATING ENVIRONMENT

The Trust has entered an improved operating environment following the extremely challenging three years around the pandemic.

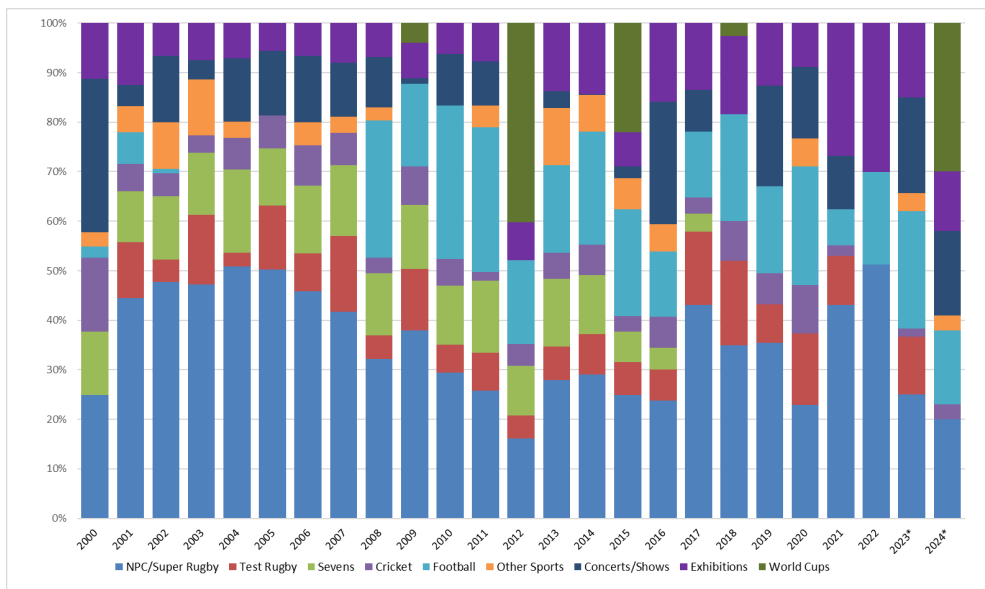
The events outlook for the year ahead is positive. The success of the Ed Sheeran concert has reaffirmed Wellington as one of the premium concert cities in New Zealand. Promoter interest in hosting major events remains strong. The Trust works in close partnership with WellingtonNZ to secure events.

The following table highlights annual crowds by event type since the Stadium opened. The chart shows the stark reality of the impact of Covid-19 on the 2020, 2021 and 2022 financial years but the subsequent rebound in 2023 and 2024.



*\*2023 and 2024 estimated.*

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.



*\*2023 and 2024 estimated*



### 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 undertakes a strategic planning day in March of each year to reassess priorities and strategic direction.

\*The Trust does not receive annual operating grants from settlors and aims to generate operating surpluses year on year. Major capital expenditures and upgrades are beyond the means of the Trust alone.

## 2. 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.



In line with the obligations listed above under its Trust Deed, the Trust has identified 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

Matters raised in the joint Statement of Expectations and the Trust's plans to address them are set out below.

#### **1. Enduring Expectations**

The Trust reaffirms its support and commitment to the enduring expectations listed in the letter of expectations:

- No surprises – the Trust will keep settlors fully in the loop in relation to items of public interest or matters of significance.
- Relationship – The trust enjoys a collaborative relationship with its settlors. The Trust values the support and expertise for officers and councillors that complements our own.
- Legislative and Compliance – the Trust will maintain a high degree of awareness of legislation that is applicable to its activities and in particular on relevant Health and Safety legislation.
- Governance – the Trust will meet best practice governance standards. It commits to undertaking a performance review of the overall board, individual board members and the board chair as well as maintaining a skills matrix.
- Risk Management - the Trust has a robust risk management framework in place that is regularly reviewed by the Board.
- Living wage – the Trust's permanent staff are all paid at or above the Living wage. This is not currently a requirement in the Stadium's services contracts.

#### **2. Councils' explicit expectations of the Wellington Regional Stadium Trust**

The Trust addresses the Councils' explicit expectations of the Wellington Regional Stadium Trust in relation to its Statement of Trustee Intent.

**The Council is committed to supporting the FIFA Women's World Cup Australia & New Zealand 2023 when it comes to the Southern Hemisphere for the first time. In collaboration with WellingtonNZ and the Council, the Trust is expected to ensure that the stadium and the city is well prepared to deliver a world class experience for fans and teams for this event.**

The Trust is delighted that the Stadium will have a major role in the tournament. Wellington has secured nine matches including seven pool games, a round of 16 fixture and a quarter final clash. Wellington has arguably secured the strongest match schedule of any host.



Planning for the tournament is well advanced, and the Trust is making good progress with turf replacement complete, new turnstiles installed and lighting and changeroom upgrades are well underway.

The Trust is working closely with WellingtonNZ and Wellington City Council on delivering this event.

The Trust has representation on the Wellington FIFA Steering Group and the Wellington Regional Coordination Group. These cross-stakeholder groups are working in collaboration on region wide delivery of the tournament and support services.

One of the main focuses for the Trust is ensuring adequate staffing levels for the event, particularly across guest services, security, and catering. Two of the biggest games will take place in the middle of the day on weekdays.

**The Trust will finalise the design, budget and programme for the asset renewal and seismic strengthening works planned for the stadium with the expectation that it will be partially funded by both settlor councils through the 2024-34 LTP.**

The Trust remains on track to commence this work in the first half of the next financial year. Designs have been completed and an RFP for the works will be issued in the near future.

This is a significant project aimed specifically at strengthening the Stadium's floor on all levels as well as the building's diaphragm. Early indications suggest the works will take three years to complete. The works are not invasive in nature and our current expectation is that they will not disrupt the event calendar.

The Trust will keep settlers abreast of this project and address funding as part of the longer-term capital requirements and the next LTP process. The works are partly funded through the settlers current LTPs.

**With open borders and the removal of pandemic restrictions the Council expects the stadium will continue to deliver a strong programme of stadium-filling events that return economic benefit to the city and region.**

This is a major priority for the Trust. Events are the lifeblood of the Trust's business with the majority of revenues derived directly or indirectly from events. The Trust recognises the importance of major events to the regional economy. In our first 20 years of operating, events at the Stadium generated \$1.2bn of out of region visitor spend.

The recent Ed Sheeran concert was very successful off the back of hosting two other concerts this past summer. The enquiry pipeline is very active, and we aim to host at least two concerts in the next year. We are also prospecting for other large events.

The Women's FIFA World Cup will ensure the year starts very strongly.

It is our hope that total attendance will approach 500,000 for the first time since 2016.



**Councils are mindful of the financial burden that insurance places on the stadium's viability. The Trust should continue to work collaboratively with its settlor councils to determine an optimal insurance structure for the stadium.**

With the support of settlors, the Trust has made considerable changes to the way it insures its assets.

Stadium management worked with Council officers to consider alternative arrangements for the Trust's insurance programme.

The final outcome of the renewal process for the for the period 1 December 2022 to 30 November 2023 is that insurance cover has been obtained on the following basis:

- A traditional Material Damage and Business Interruption policy that excludes Natural Disaster Cover with a limit of \$124m (and a \$100m Fire Loss Limit).
- A policy that provides \$50m of parametric cover for earthquakes.
- Retention of various liability policies that we had in place including public liability cover.

Parametrics are a form of insurance whereby a defined peril (i.e. earthquake) is selected, certain triggers are specified, i.e. level of Peak Ground Acceleration (PGA), which when reached results in an Agreed Values pay-out.

The total insurance cost is lower than traditional Material Damage and Business Interruption. The savings from the revised insurance programme will continue to be directed to the programme of works to improve the resilience of the Stadium.

The parametric option has provided an alternative solution that allows the Trust to retain some earthquake cover, at a reduced overall cost.

The insurance programme for the Trust will remain under active consideration by the Trust and will be re-evaluated prior to the next renewal.

**After a challenging COVID period the Councils expect the stadium to return to financial sustainability and outline its plans to achieve this.**

The Trust derives the majority of its revenues either directly or indirectly from hosting events that attract patrons in large numbers. With the pandemic behind us, our primary focus is on securing events and welcoming patrons back in large numbers to the Stadium. Hosting large scale events without restrictions is the most important driver of financial sustainability.

The return of events and crowds should ensure the Trust returns to generating operating surpluses. This is reflected in our three-year projections (apart from year two where there are some larger one-off maintenance items).

However, the Trust is not able to generate enough revenue to fund large capital projects such as seismic works and large-scale rejuvenations and welcomes ongoing discussion with settlors as part of the LTP process.





**The Trust will continue to contribute to the region meeting its carbon neutrality goals.**

The Trust is aligned with Councils' goals of being carbon neutral and 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.

Our focus for the year ahead is:

- Waste Minimisation – at least 80% diversion of waste from landfill through reducing, composting, reusing and recycling.
- Energy Reduction – reducing our energy consumption via a complete transition to LED lighting throughout the stadium. The field and tower lights are changing to LED in the 2023 year. A significant portion of lighting within the building will be changed in FY2024.
- Water Reduction – Where possible we are moving away from cleaning parts of the venue with high volumes of water and are replacing this with enzyme cleaning products.
- Energy Generation – It is the Trust's view that in the next few years there will be more commitment to solar projects as the cost of solar drops and the quality and size of battery storage increases. The Trust is engaged in discussions with other stakeholders on solar power.

The Trust is pleased to become eligible for Greater Wellington Regional Council's Low Carbon Acceleration Fund and has been successful with its application for funding to transition lighting throughout the stadium to LED, significantly reducing our energy consumption.

The Trust will continue its work to further reduce waste. The Trust is part of a Wellington Reusable Hub working group which aims to develop a collective solution for single use plastic.

**The settlers are looking to the Trust to lead a conversation around the longer-term future for the trust, in terms of future planning, potential longer term stadium options and the need to examine funding mechanisms at a regional level.**

Continued investment in the Stadium is vital to ensure events are not lost to new facilities and that our patrons enjoy a safe and welcoming venue.

The Trust has reviewed and updated its five-year capex plan which shows capital work requirements of at least \$37 million. These works are necessary to keep the Stadium operating as a safe and efficiently operating facility. This level of investment is beyond the means of the Trust.

A large portion of this investment will be in seismic improvements.

The Trust has begun the process of engaging with settlers on funding options, including the next LTP, to support an appropriate programme of works in coming years.

**The Trust will continue to work with Regional Council over opportunities to improve connectivity with the public transport network, as well as Regional Council's efforts to strengthen the public transport network for events at the Stadium. Councils expect that the Trust will support the work underway to progress Let's Get Wellington Moving.**



The Stadium enjoys high levels of patronage from customers who use public transport. Public transport is vital for the smooth running of events. The Trust supports Let's Get Wellington Moving and will engage and support as required.

The Trust supports sustainable transport options and would welcome discussions around how we could offer integrated ticketing with public transport to all events.

### 3. Alignment with the councils' strategic direction

The Trust commits to maintaining an ongoing alignment to the Councils' strategic direction.

Specific areas not already addressed in Councils' explicit expectations of the Trust are covered below.

#### Wellington City Council 2021-31 Long-term Plan (LTP) four wellbeing outcomes

- **A sustainable, climate friendly eco capital**  
*A city where the natural environment is being preserved, biodiversity improved, natural resources are used sustainably, and the city is mitigating and adapting to climate change – for now and future generations.*

This matter has been covered under Councils' explicit expectations.

- **Social:** A people friendly, compact, safe, and accessible capital city  
*An inclusive, liveable, and resilient city where people and communities can learn, are connected, well housed, safe, and healthy.*

The Stadium is accessible and inclusive. As events return the Trust has worked with and will continue to work with its hirers to promote messages of inclusion. Examples include the recent Pride round in the A-League.

The Trust fully supports the Accessible Wellington action plan. The Stadium has a gold rating for accessibility as awarded by Be.Lab (formerly known as Be.Accessible). Further work is required here, particularly around concerts where we feel improvements can be made. The Trust will engage with patrons with accessibility needs to further understand their needs.

- **Cultural:** An innovative, inclusive, and creative city  
*Wellington is a vibrant, creative city with the energy and opportunity to connect, collaborate, explore identities, and openly express, preserve, and enjoy arts, culture, and heritage.*

The Trust supports Aho Tini 2030 – Arts, Culture and Creativity Strategy by providing a wide range of events that appeal to many Wellingtonians, working closely with WellingtonNZ and council partners.

The Stadium hosts a number of community days each year. The Trust is open to discussions with Councils and Creative Capital to explore making spaces within our facility available outside of regular programming to more community groups.



These events would need to be scheduled around the Trust's core calendar of events.

- **Economic:** A dynamic and sustainable economy  
*The city is attracting and developing creative talent to enterprises across the city, creating jobs through innovation and growth while working towards an environmentally sustainable future.*

The Trust's continued focus lies particularly on those events that will fill the Stadium and generate economic return for the region. The event calendar is strong, and this will provide an economic boost as well as making Wellington an attractive city and region to live in.

**Wellington Regional Council's 2021-31 LTP has four overarching strategic priorities.**

- **Improving outcomes for mana whenua and Māori (also addressing WCC's Kia eke panuku Māori Strategic Direction).** *We are strengthening our commitment to working closely with mana whenua to achieve the best outcomes for Māori and the region, across everything we do.*

See below. Response combined with WCC.

- **Responding to the climate emergency.** *Urgent action is needed now, and we have a big, bold target to be carbon neutral by 2030 and climate positive by 2035.*
- **Aligning with Government direction.** *The Government is setting some big environmental goals. Some are still evolving, and several align with what we are doing already. We plan to be in the best position to respond well.*

The Trust's responses are covered earlier in the statement. The Trust is very grateful that some of its sustainability initiatives have received funding from GWRC's Low Carbon Acceleration Fund.

**Supporting Tūpiki Ora and Takai Here. Improving Outcomes for mana whenua and Māori.**

The Trust is early in this journey and in the year ahead commits to work with councils and mana whenua toward a stronger cultural engagement and wider engagement strategy

The Trust is an active participant of the CCO Tūpiki Ora Action Plan Group. The Group has identified four priorities: Capability, Governance, Programming, Pathways.

The Stadium hosted a CCO Tūpiki Ora Action Plan: Pathways workshop recently where CCOs heard from WCC's Parks, Sport & Recreation team and their Rangatahi Pathways programme and how CCOs could become a part of it.

With the rebrand to Sky Stadium in 2020, the Trust took the opportunity to replace all wayfinding and introduce bilingual signage in English and Te Reo Māori throughout the venue, the first major stadium in New Zealand to do so.



The next stage of this project will see many of the internal spaces renamed. The Trust will work with council officers to ensure naming conventions are part of a wider story across significant buildings and landmarks.

#### **Our Strategic Relationship**

*In the drafting of the Statement of Intent, the Trust is invited to articulate to Wellington City Council what is expected of a strategic relationship between the parties. Council will respond with feedback to reach a common understanding.*

The Trust enjoys a strong partnership with both councils. The new CCO structure within WCC is working well and the Trust feels informed and engaged.

#### **Long term strategic asset management**

The Trust maintains a robust asset management programme that prioritises maintenance based on a 5-year asset condition report compiled by WSP on behalf of the Trust.

#### **Maintaining a safe and healthy working environment**

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.

To ensure a safe and healthy work environment, the Trust maintains a Health and Safety Management System. In addition, the Trust has an established Board Health and Safety Committee which comprises three Trustees that meets on a regular basis to review and measure crucial areas of health and safety.

The Trust has developed a detailed list of KPI measures which are reported to the Board Health and Safety Committee on a quarterly basis. In our six-monthly reporting to you we will report on injury rates and contractor compliance in the relevant six-month period.

#### **Financial Projections**

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.

Financial autonomy is no longer achievable for the Trust given the Stadium is now an ageing facility, the additional seismic requirements, the significant increase in insurance premiums, and the impact of the Covid-19 pandemic over the last three years.

Excluding insurance and capex, the Trust still expects to generate positive operating cash flows in most years. It can cover most insurance and regular maintenance but not substantial capex items, such as seismic resilience requirements.



Therefore, continuing to fully invest in the Stadium so that that it operates to best practice as an operationally efficient, safe, and welcoming venue for patrons and hirers, is beyond the means of the Trust alone.

The Trust appreciates the financial support it has received from the settlors, and as noted elsewhere in this document, will engage with the settlors on the future operating model of the Trust including funding options for ongoing capex.

These projections have been prepared on a business-as-usual basis, with 40 plus event days assumed per year. But even with a regular event calendar assumed, operating surpluses are insufficient to meet capex requirements.

Over the five-year period, the key inflows and outflows are as follows:

- Net operating cashflows \$9.3m (positive, before insurance)
- Cumulative insurance premia absorb \$6.0m
- Capex of \$37.0m
- Confirmed Settlor contribution to seismic capex \$4.6m
- Other confirmed capex funding of \$0.75m

During the past year the Trust engaged with both of its settlors and reviewed its approach to insurance cover. The final outcome did provide a reduction in premium compared to the previous approach, but it still remains a significant cost to the Trust. These projections assume insurance is retained on a similar basis, but the approach will continue to be reviewed at each renewal date.

The additional funding required to meet the planned capex is at least \$28.6m. For the purposes of the projections the funding gap has been shown as unconfirmed grants.

Borrowing consists of the \$4.2m settlor loans (provided in 2020 after the first Covid-19 lockdown) and \$0.5m of commercial borrowing. For any subsequent increase in commercial borrowing the Trust would need to satisfy itself of its ability to service and repay such debt, which would be assessed at the time of any such drawdown.

These projections have total capex of \$37m across 5 years. Half of this is for seismic resilience works. The Trust intends to commence this work in FY24 using the current funding of \$4.6m available through the existing Long Term Plan. Until full funding for the seismic works is secured, the Trust will ensure that any segments of work add value as standalone projects rather than requiring the full suite of works to be undertaken.

The other included capex is what is necessary to keep the Stadium operating as a safe and efficient venue.

With the Stadium approaching 25 years of age, much of the plant equipment and fixtures are from the original build and replacement is required due to age of equipment and obsolescence of parts for repairs. Many Stadiums in Australia and New Zealand built around the same time have received or are earmarked for substantial upgrades are in some cases replacement.

The Trust has also secured \$0.75m from Greater Wellington Councils low carbon acceleration fund and will be using it to partly fund the purchase and installation of 6,200 LED lights, an essential step



in the Energy Transition Plan. This is separate from the recent work to convert the tower light fittings. Together these projects will reduce the overall power cost for the Trust, as well as reduce its carbon emissions.

**PROJECTED EVENTS SCHEDULE**

**12 Months ending 30 June**

<b>CONFIRMED</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Rugby Union	11		
Football	9		
Exhibition Days	13		
<b>Total Confirmed</b>	<b>33</b>	<b>0</b>	<b>0</b>
<b>UNCONFIRMED</b>			
Rugby		11	12
Cricket	1	2	1
Football	11	11	11
Other Sporting Events	1	1	1
Concerts/Other Events	2	2	2
Exhibition Days		13	13
<b>Total Unconfirmed</b>	<b>15</b>	<b>40</b>	<b>40</b>
Community Events	3	3	3
<b>Total Events</b>	<b>51</b>	<b>43</b>	<b>43</b>
Days reserved for semi's & finals	11	11	11



**SUMMARY STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE THREE YEARS ENDING 30 JUNE**

	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<b>\$m</b>	<b>\$m</b>	<b>\$m</b>
<b>Revenue</b>			
Events	8.91	4.85	6.18
Members Boxes & Sponsorship	3.98	4.07	4.02
Other	2.83	3.23	3.29
<b>Total Revenue</b>	<b>15.72</b>	<b>12.15</b>	<b>13.49</b>
<i>Less:</i>			
Event Operating Costs	4.28	2.68	3.07
Other Operating Costs	9.43	10.27	9.60
Interest	0.23	0.23	0.23
<b>Total Operating Expenses</b>	<b>13.94</b>	<b>13.18</b>	<b>12.90</b>
<b>Operating Surplus before depreciation</b>	<b>1.79</b>	<b>(1.03)</b>	<b>0.59</b>
<i>Less:</i>			
Depreciation	4.02	4.40	4.44
<b>Net Surplus/(Deficit)</b>	<b>(2.23)</b>	<b>(5.43)</b>	<b>(3.85)</b>
<i>Plus:</i>			
<i>Funding for capital expenditure programme</i>			
Confirmed grants	5.41		
Funding to be secured (assumed as grants)	4.89	10.30	7.05
<b>Total Surplus/(Deficit)</b>	<b>8.07</b>	<b>4.87</b>	<b>3.20</b>

Net operating cash flows	1.61	(1.18)	0.60
Surplus cash at the end of each year	0.99	1.00	1.00
Loans at year end	4.81	4.79	4.76
Net debt (Loan less cash)	3.82	3.79	3.76



**SUMMARY STATEMENT OF CASHFLOWS  
FOR THE THREE YEARS ENDING 30 JUNE**

	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<b>\$m</b>	<b>\$m</b>	<b>\$m</b>
Cashflows provided from operating activities	15.49	11.99	13.47
Cashflows applied to operating activities	(13.88)	(13.16)	(12.86)
<b>Net cashflows from operating activities</b>	<b>1.61</b>	<b>(1.18)</b>	<b>0.60</b>
Funding for capital expenditure programme			
Confirmed grants	5.41		
To be secured	4.89	10.30	7.05
Cashflows applied to investing activities	(11.71)	(9.10)	(7.62)
<b>Net cashflows from investing activities</b>	<b>(1.41)</b>	<b>1.20</b>	<b>(0.57)</b>
Cashflows applied to financing activities	(0.00)	(0.02)	(0.04)
<b>Net cashflows from financing activities</b>	<b>(0.00)</b>	<b>(0.02)</b>	<b>(0.04)</b>
<b>Net increase (decrease) in cash</b>	<b>0.20</b>	<b>0.01</b>	<b>(0.00)</b>
Opening balance brought forward	0.79	0.99	1.00
<b>Cash at year end</b>	<b>0.99</b>	<b>1.00</b>	<b>1.00</b>





**STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE**

	2023	2024	2025	2026	2027
	\$m	\$m	\$m	\$m	\$m
<b>Trust Funds</b>					
Retained Surpluses	56.04	60.91	64.11	66.84	64.87
Limited Recourse Loans	40.39	40.39	40.39	40.39	40.39
	96.43	101.30	104.50	107.23	105.26
<b>Non Current liabilities</b>					
Lease	0.11	0.09	0.06	0.02	-
Loan - bank	0.50	0.50	0.50	0.50	0.50
Loan - Councils	4.20	4.20	4.20	4.20	4.20
	4.81	4.79	4.76	4.72	4.70
<b>Current Liabilities</b>					
Revenue in Advance	2.01	1.85	1.82	1.82	1.83
Payables	0.19	0.19	0.19	0.19	0.19
	2.21	2.04	2.02	2.02	2.02
<b>Total Funding</b>	<b>103.45</b>	<b>108.13</b>	<b>111.27</b>	<b>113.97</b>	<b>111.98</b>
<b>Represented by:</b>					
Property Plant & Equipment	101.81	106.50	109.68	112.69	110.41
Current Assets	0.65	0.64	0.61	0.57	0.55
Cash	0.99	1.00	0.99	0.71	1.01
<b>Total Assets</b>	<b>103.45</b>	<b>108.14</b>	<b>111.27</b>	<b>113.97</b>	<b>111.97</b>



**PERFORMANCE MEASURES**

**Non-Financial Performance Measures**

Measure	How Measured
<ul style="list-style-type: none"> <li>Deliver a strong Women’s FIFA World Cup</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders are satisfied with management of the stadium’s operation of the event</li> <li>30% out of region visitors</li> </ul>
<ul style="list-style-type: none"> <li>Deliver a full event calendar</li> </ul>	<ul style="list-style-type: none"> <li>Securing 40-50 event days per year covering both sporting and non-sporting events, aiming to appeal to a wide range of interests.</li> </ul>
<ul style="list-style-type: none"> <li>Deliver more large-scale non-sporting events</li> </ul>	<ul style="list-style-type: none"> <li>Secure at least two concerts in 2023/24</li> <li>40% out of region visitors</li> </ul>
<ul style="list-style-type: none"> <li>Continued investment in stadium infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>FIFA upgrades for lights and change rooms completed.</li> <li>Resilience plans finalised and works commence</li> <li>Replace replay screens</li> </ul>
<ul style="list-style-type: none"> <li>Host unique events that deliver economic benefit to the region.</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining economic benefit to the Region at an average of \$40 million per year</li> <li>Working with promoters to deliver special events to Wellington</li> </ul>
<ul style="list-style-type: none"> <li>Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Continue to reduce waste via compost, recycle, reduce, reuse</li> <li>Energy reduction through transition to LED lighting with support from GWRC Low Carbon Acceleration Fund</li> <li>Scope other projects contained in Lumen’s Energy Transition Plan) towards decarbonisation of the facility</li> </ul>
<ul style="list-style-type: none"> <li>Mana whenua</li> </ul>	<ul style="list-style-type: none"> <li>Develop a cultural engagement and wider engagement strategy</li> </ul>
<ul style="list-style-type: none"> <li>Health and Safety Reported Injury rates.</li> </ul>  <p>Contractors and hirers</p>	<ul style="list-style-type: none"> <li>Trust Worker reported injury rate of 2 or less per year.</li> <li>Contractor Worker Lost Time Injury rate of 2 or less in a year.</li> <li>Hirer (And Hirer Contractor) Worker Lost Time Injury rate of 2 or less in a year.</li> <li>A reported patron injury rate of less than 0.01% of the total number of patrons attending the venue (events and functions).</li> <li>100% of contractors working at the Stadium have ‘approved’ status before any work is commenced, and upon each annual review.</li> <li>An agreed H&amp;S plan is in place with 100% of Stadium hirers prior to any work on site commencing.</li> </ul>



#### **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.



### **3. 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 two Standing Committees that focus on specific areas of the Board's responsibilities. These Committees are the Audit & Finance Committee, and Health & Safety Board Sub-Committee.

The Board meets eight times per year. The Audit & Finance Committee meets when required and at least three times per year. The Health & Safety Committee meets quarterly and prior to significant events such as concerts.

#### **Board Performance**

The policy of the Board has been that the Chair 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 Chair of the Audit & Finance Committee co-ordinates a review of the Chair's performance.

The Chair will provide the settlors with a board skills matrix annually. The Chair will provide early notification of upcoming board vacancies and work with settlors to ensure that at least three potential candidates are presented for each vacancy that occurs.

A Board performance review will be provided by 30 September 2023.

#### **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 Settlers (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.



The current Trustees are:

<b>Name</b>	<b>Appointed until:</b>
Tracey Bridges	31 December 2023
Steve Tew	31 December 2023
Phillippa Harford	31 December 2024
Owen Gibson	30 June 2025
Diane Calvert	formal declaration of results of WCC 2025 elections
Penny Gaylor	formal declaration of results of GWRC 2025 elections
Nicola Crauford	31 December 2025
Rachel Taulelei	30 June 2026

#### **4. 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 contractor 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 contractors and tenant organisations (meets monthly).
- Board Health and Safety Committee (meets at least quarterly with additional meetings prior to major events).

All contractors coming on-site are required to:

- Complete a health & safety agreement.
- Complete a health & safety induction plan.
- Provide a contractor's safety plan
- Operate safely and report any hazards, near misses and injuries.



## **RISK MANAGEMENT**

### **Insurance**

The Stadium insurance programme is managed by Marsh.

As covered above, the final outcome of the renewal process for the for the period 1 December 2022 to 30 November 2023 is that insurance cover has been obtained on the following basis:

- A traditional Material Damage and Business Interruption policy that excludes Natural Disaster Cover with a limit of \$124m (and a \$100m Fire Loss Limit).
- A policy that provides \$50m of parametric cover for earthquakes.
- Retention of various liability policies that we had in place including public liability cover.

The Trust has kept Settlers informed on all decisions related to insurance and welcomes discussion with settlers to explore alternative approaches to insurance for the Stadium

### **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.

### **Communication and Access to Information**

The Trust enjoys a positive and open relationship with both of its Settlers, and both settlers 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.

## **5. 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 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.



### 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.

### 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 2024	54%
30 June 2025	56%
30 June 2026	58%

The ratio of total Trust Assets to Trust Liabilities is expected to be:

30 June 2024	218%
30 June 2025	229%
30 June 2026	236%

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.

### Accounting Policies

The Statement of Significant Accounting Policies is attached in Appendix 1

### Distributions to Settlers

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 Settlers 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.

**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.

**Rachel Taulelei**

**Chair**

**FOR THE TRUSTEES**

**WELLINGTON REGIONAL STADIUM TRUST**





**APPENDIX 1:  
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 Sky 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 is 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 to the extent that it is probable that the economic benefits will flow to the Trust and the revenue can be reliability measured. It is recognised at the fair value of the consideration received. Specific

recognition criteria apply to the following income streams as noted below.

**Revenue from Exchange transactions**

*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 six years. The related license fees/revenues are paid annually and initially recorded as Revenue in Advance with the revenue recognised on a straight-line basis throughout the term.

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.

*Rental income*

Rents are recognised on a straight-line basis over the term of the lease.

**Revenue from Non-Exchange transactions**

*Grant income*

Grants are recognised as income once the conditions of the grant are met.

**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, except for 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. After 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 three months' maturity. These are recorded at their nominal value.

Trade and other receivables are stated at their cost less impairment losses.

#### **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.

##### **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 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 the 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, including periodic independent review, 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 the funding structure of the Trust.

#### **Changes in Accounting Policies**

There have been no changes in accounting policies.



**Statement of Intent**  
**2023/24-2025/26**  
**Wellington Zoo Trust**  
**Me tiaki, kia ora!**

Pursuant to Section 64B of the Local Government Act (2002)



Photo: Asha (J Hoffman Wall)

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## 1. INTRODUCTION

Wellington Zoo is a creative, innovative and progressive zoo which exists to create community value and to solve important social and environmental problems. We have local and global influence in animal welfare, sustainability initiatives, community engagement and conservation outcomes. We live by the kaupapa of Me tiaki, kia ora! This means that we must care for the planet so that all life will thrive.

Wellington Zoo Trust celebrates its 20th anniversary in July 2023. While the Zoo itself is 117 years old the Trust model was created in 2003 to better manage the Zoo. We undertook a master planning, species planning and strategy review in late 2022 to prepare for the next LTP, and to envision the next twenty years for the Trust. This new strategy will influence the new te reo Māori name for Wellington Zoo to reflect the place and story of Wellington Zoo - a project which will be complete in July 2023 after all required consultation has occurred.

Wellington Zoo is one of the most sustainable zoos in the world. The World Association of Zoos and Aquariums inaugural Environmental Sustainability Award was awarded to Wellington Zoo in 2018. We believe that sustainability is an integral part of being an iconic organisation in our livable city, a city where people live inclusively and sustainably. From our 2019 community perceptions research, 84% of residents surveyed by Wellington Zoo rate building a sustainable future as important to them.

Our success as a cause-related business continues through prudent management and we work hard to be connected and accessible to our diverse community of all ages and cultures locally and beyond. From the same research, 80% of residents surveyed rate spending time as a family as important to them.

The animals who are cared for at Wellington Zoo are given the best lives possible and we take pride in being an animal welfare Accredited Zoo through the Zoo and Aquarium Association Australasia. Again, our research shows that 89% of residents surveyed rate animal welfare as important to them and 85% rate wildlife conservation as important to them.

Planned capital investment through upgrades and renewals will ensure the Zoo remains leading edge and allows us to tell both local and global conservation stories to drive positive action for the environment within our community. We see our capital investment and asset planning as a response to community expectations of a welcoming, progressive and professional zoo and to create ongoing resilience for one of our city's most iconic places.

Wellington Zoo Trust Incorporated is incorporated under the Charitable Trusts Act 1957 and is a not-for-profit organisation.

## 2. POST COVID-19 INFLATIONARY IMPACTS

As New Zealand's capital city Zoo we believe we should be providing a uniquely Wellington experience for whānau, ākongā and other visitor groups from our region and across the country - quirky, fun, professional, creative and personal.

We have budgeted for the Zoo's highest visitation year ever, with a 7% lift in visitation and associated revenue following the arrival of Snow Leopards - but it remains to be seen how much will be achieved given the ongoing economic uncertainty and inflationary pressures on household discretionary spending. We had a budgetary shortfall of up to \$487k for 2022/23 (for which we acknowledge the support of WCC to fund) and **we are budgeting an operational shortfall of \$571k for 2023/24**. This shortfall is attributable to continuing economic impacts increasing costs and remuneration pressure. Note this is based on the confirmed Living Wage increase of 9.9%, and other staff receiving salary increases of between 2-5%, as well as resizing and relativities adjustments in line with market data and inflationary pressures. The Living Wage increase alone

is adding \$166k to our overall remuneration costs over 2022/23. We have been indicating this financial position to Council in the last two years.

The Board acknowledges the **\$4,166,083 operational funding from WCC** for 2023/24 which incorporates a 10% increase for the 2023/24 financial year and an additional \$39k to assist with Living Wage pressures. Due to the current cost of living pressure and based on recent price elasticity research, the Zoo continues to be faced with a widening funding shortfall year-on-year. This places significant pressure on the Zoo's ability to pay increased remuneration, which is becoming more necessary, to maintain progressive zoo outcomes and cover increasing costs. Our price elasticity research, by renowned research firm Morris Hargreaves McIntyre (MHM), indicates that increasing prices will negatively impact visitation and revenue.

The WCC Operational funding Grant in 2023/24 is 42% of our budgeted expenditure. If we were to move to a **50:50 funding model** it would mean an additional \$834k in Council funding for 23/24. This would be a more sustainable option for the Zoo going forward. Following the expected stimulating effect of Snow Leopards on Zoo visitation in 2023/24, the 2024/25 and 2025/26 years will most likely return to more normal levels of visitation and therefore less associated revenue. Our market research shows the Zoo's visitation would sit around 244k visitors in a normal year. This reinforces that the 50:50 funding model will be necessary for the financial sustainability of the Zoo for 2024/25 and beyond. This is despite the Trust seeking to introduce more commercial products to reduce the shortfall. It is worth noting that the City Council owns the assets of the Zoo including the animals (which appear on Council's balance sheet). These cores assets are not discretionary and must be protected and cared for on a fixed cost basis- including any staff costs linked to those assets. Therefore, these assets do not necessarily mean capital expenditure but require OPEX for best practice animal welfare, health and safety provisions and appropriate staffing associated with the integrity spend on these mission related assets. **This further supports the 50:50 funding model the Trust is requesting.**

We always face challenges as a fixed cost organisation, especially in areas such as annual salary increases, cost increases from suppliers and other operational costs increases. We support the **Living Wage** ethos and all Wellington Zoo Trust employees are all paid at, or above, the Living Wage. This is part of our ongoing remuneration strategy for the Trust. However, current inflationary trends are putting pressure on our ability to pay across the board due to relativities and market changes. Cost of living increases continue to rise and as a not-for-profit trust it is a constant struggle to keep pace. Government and wider market salary increases have put enormous pressure on the Zoo in key areas such veterinary staff, professional and managerial roles. Other council-owned New Zealand zoos remunerate more than we do for specialist animal care staff and this is beginning to have an effect on qualified and experienced staff retention - our second highest risk in our Risk Matrix. It is important to note that we are about to begin renegotiation of the Collective Employment Agreement, and we are also expecting that we may receive a Fair Pay Agreement claim for Zookeepers across the country.

**While we always look to submit a balanced budget to WCC for the SOI, it will be impossible to do so for the coming year without further funding from WCC. While we gratefully acknowledge the 10% increase in our operating grant, due to the outlined pressures, we request further support of \$571k for the 2023/24 year. This would make the total operating grant \$4,737,083, which is 47% of the OPEX of the Zoo. The impacts of not receiving additional funding would seriously affect the ability of Wellington Zoo to drive forward with the outcomes a progressive zoo requires.**

### **3. NO SURPRISES APPROACH**

We work from a **'no surprises' approach** with Wellington City Council and have regular communications with the other CCOs and other significant organisations in our city.

As always, we are more than willing to work with WCC and the other CCOs to drive strategic outcomes for the city. By building a strategic **relationship** with WCC we can share our knowledge and expertise to the

benefit of the city as a whole. We have experience in sustainability, visitor engagement, delivering capital projects and health, safety and wellbeing approaches that the city can draw on if required.

By being involved in conversations early with WCC we can be better informed about processes such as the LTP, Asset Management and strategic priorities. Our relationship should go beyond reporting to true partnership and collaboration. Better alignment on city issues such as tourism, sustainability, conservation and value for money can only be of benefit to all parties and our community at large. For WCC, having a better understanding of the priorities for Wellington Zoo is also of benefit. An example of this is the digital and IT support we have worked on together which has brought benefits to both Wellington Zoo and WCC. Visits to Wellington Zoo by Councillors and Council Officers greatly enhance understanding of the complexity of the mahi at Wellington Zoo. **The Economic Wellbeing and CCO Team have added a new and improved dimension to communications between Wellington Zoo and WCC.**

Wellington Zoo will work with WCC, other CCOs and other partners to be:

- 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**.
- 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 a vision for a biophilic and sustainable city.**

#### **4. STRATEGIC ALIGNMENT WITH WCC AND SPECIFIC EXPECTATIONS**

**The work of the Zoo supports the 2040 vision for our city – an inclusive, creative capital where people like to live.** Wellington Zoo's strategy reflects the expected WCC community outcomes and priorities underpinning this vision - environmental, social, cultural and economic wellbeing. 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 action.

The new Wellington Zoo 2023-27 strategy (below) blends the major outcomes for the Zoo into key areas - it embraces our role as an inclusive community organisation, the capital city Zoo and as an organisation that values its people. Using the inspiration of Atua, and based on Te Whare Tapa Whā model of health, we are able to define our areas of focus over the coming years. This creates a strategic context for our kaupapa.



ME TIAKI, KIA ORA!

# ORANGA

A HEALTHY ORGANISATION

**AS WELLINGTON ZOO TANGATA WE:**

- Celebrate and support the diversity of our Zoo whānau
- Engage with our people to support a happy, healthy and safe workplace
- Commit to outstanding daily visitor care
- Improve and maintain the physical assets
  - Support the success of our people
- Meet all legal and compliance requirements
  - Integrate Te Ao Māori within the Zoo
  - Model values aligned behaviours
  - Use data driven decision making
    - Sustain financial success

# WAIRUA

OUR COMMUNITY

**INSPIRED BY RONGO WE STRENGTHEN COMMUNITY SUPPORT AND ACTION BY:**

- Maintaining access to the Zoo for all community members through IDEA (Inclusion, Diversity, Equity and Accessibility) initiatives including community partnerships
- Maintain the Zoo's good reputation and engagement with our community through strategic communications, both on and off site
- Engaging, message driven conservation education based visitor experiences to build community action

# WHĀNAU

OUR ROLE

**INSPIRED BY TĀNE WE PROTECT OUR PLANET BY:**

- Setting aspirational sustainability targets based on our chosen SDGs
- Retaining net carbon zero certification through climate action
- Engaging our community and stakeholders with climate impact actions

# TINANA

OUR ANIMALS

**INSPIRED BY TANGAROA WE CARE FOR OUR ANIMALS BY:**

- Science based animal welfare practices so the animals are happy
- World leading animal care so the animals live their best lives
- Strategic species planning for our site and staff expertise

# HINENGARO

OUR PURPOSE

**INSPIRED BY TŪ WE SAVE WILDLIFE AND WILD PLACES BY:**

- Recognition and involvement of the Zoo's conservation expertise
- Effective field partnerships for long term conservation outcomes
- Focused investment in conservation innovations





## Strategic Alignment with Wellington City Council

### Strategy

### Wellington Zoo Trust Alignment

Our end game is **to save wildlife and wild places, locally and globally**. We have a global conservation remit. We strive to show thought leadership in global conservation and sustainability by involvement with global partners and by taking leadership roles in both 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 the ground conservation outcomes. *Tiakina te Taioa* is at the heart of everything we do.

In 2020 we launched our **Conservation Strategy**, aligned with our overarching strategy, which focuses on our conservation efforts, resources and investment until 2023. The Conservation Strategy reinforces *Me tiaki, kia ora!* as our kaupapa and brings together conservation and sustainability for saving wildlife and wild places. It sets out measurable actions in five areas: recognition and involvement of the Zoo's conservation expertise; effective field partnerships for long-term conservation outcomes; focused investment in conservation innovations; and integrating the UN SDGs.

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, endangered and vulnerable species we care for at the Zoo and those we support through our conservation programmes in the animal's range state. This plan is reviewed annually and redefined as we better align the animals we care for to the critical need in the wild. This plan sets out our priorities for the next year, five years and twenty years.

### Environmental Wellbeing

#### And

### Tiakina te Taiao/Caring for our environment

The **field conservation programmes** for critically endangered; endangered and vulnerable 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; Cotton Top Tamarins through Proyecto Titi; Black and White Ruffed Lemurs and Ring-tailed Lemurs through the Madagascar Fauna and Flora Group; White-cheeked Gibbons through Fauna and Flora International, Vietnam; Cheetah through Cheetah Outreach; Kea through Kea Conservation Trust; Grand and Otago Skinks with DOC; Kororā and Tawaki through West Coast Penguin Trust; and Golden Lion Tamarins through Associação Mico-Leão Dourado. We have recently signed an MOU with Mountain Spirit, a conservation partner based in Nepal that works with local communities to protect mountain communities, cultures, and biodiversity including Snow Leopards.

In late 2019 we launched our inaugural **local conservation grants programme** benefitting Wellington Region conservation projects. These are grants specifically for small community projects, extending the connection of the Zoo to conservation in Wellington. In late 2022 we awarded new grants to projects (NB: Rēkohu Chatham Islands are included as part of our local Rongotai Electorate): *Addressing the conservation conundrum of the Sooty shearwater on Kāpiti Island (Etienne Ossona de Mendez, PhD student)* To investigate weka predation of Titi on Kāpiti island as part of a PhD project. *GPS tracking of the Chatham Island Tāiko (Johannes Chambon, PhD student)* To support a PhD pilot study on GPS use on Chatham Islands Tāiko. *Love Rimurimu (Mountains to Sea Trust Wellington)* Kura students to grow seaweed at kura and then plant along Wellington coastline to support kelp forest restoration. *Predator Free Paekākāriki (Predator Free Paekākāriki)* To purchase DOC150 traps for predator control community group in Paekākāriki. *He Kākano: Nursery security system (Pae Tū Mōkai ō Taurā Incorporated Society)* To purchase a replacement for their laptop which was stolen from their site.

Strategy

Wellington Zoo Trust Alignment

The **Nest Te Kōhanga**, our state-of-the-art veterinary hospital, works with a variety of native species. Sick and injured native wildlife make up a significant proportion of the veterinary medicine case load – including many who are classed by DOC as nationally critical. Our success in 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.

Environmental Wellbeing

And

Tiakina te Taiao/Caring for our environment (Continued)

The **Wellington Zoo restoration site** project began in 2014 as a collaborative project with Wellington City Council and Wellington Water. The site, adjacent to the Zoo on the town belt, was designated as a mitigation site for damage that was done at the other end of the waterway for Wellington Water's infrastructure. The site was weeded and planted with native plants. Wellington Zoo has kept up maintenance weeding and planting since. Over summer 2021/2022, WCC hired Kaitiaki Restoration to do some more extensive weed control to prepare the site for a final inspection by Greater Wellington as required by the resource consent that allowed it to be used as a mitigation site. In 2022 we commissioned a weed management plan for restoration site from Kaitiaki o Ngahere and are progressing an MOU for this site with WCC.

We measure our environmental results using the UN Sustainable Development Goals Framework with the specific measures below:

**SDG 15 Life on Land**

- 100% paper/wood products purchased by or sold at the Zoo that are FSC certified
- Increase in native biodiversity (plants, animals,) in restoration site and within Zoo
- All conservation projects include two or more aspects - social, climate change, local ecological, wider environment

**SDG 14 Life Below Water**

- Measure amount of products with single use plastics purchased by or sold at the Zoo and plan for reduction
- Set proportion of ocean originating products purchased by the Zoo that are certified by Marine Stewardship Council after audit
- At least two conservation organisations the Zoo partners with which are marine-based or freshwater based

Social Wellbeing

And

He whanau toiora/Thriving communities

Wellington 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 cause-related business with talented people, to the thriving cultural and natural heritage of Wellington as a liveable and sustainable city. The Zoo contributes strongly to liveability outcomes by being an integral part of the wellbeing of people in Wellington.

We have over 70 volunteers who give their time to help the Zoo achieve its outcomes. We value the assistance we receive from our volunteers and they feel they can add value to the community by being involved with the Zoo.

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 feedback for overall visitor experience sits at 90% satisfaction and people are enjoying the continual change in the Zoo. IDEA concepts help us build inclusion, diversity, equity and accessibility initiatives.

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## Strategy

## Wellington Zoo Trust Alignment

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We have received **Rainbow Tick Certification** and in our recent staff survey the question with the highest rating (94%) was 'As an LGBTTTQIA+ person, being myself at work does not impact how my work is evaluated.' The second most highly rated question (85%) was 'the LGBTTTQIA+ leaders in this organisation are visible and can be role models.' Wellington Zoo has presented our Rainbow community initiative to the WCC Takatāpui Rainbow Advisory Council in February 2022.

### Social Wellbeing

And

### He whanau toiora/Thriving communities (Continued)

We have established community partnerships with key organisations in Wellington. We support the Wellington City Mission, Changemakers Resettlement Forum, Emerge Aotearoa, Wellington Children's Hospital and Ronald McDonald House Charities Wellington. These partnerships enable these organisations to offer the choice of Zoo visits to the whānau they work with. These partnerships have all recently been renewed for a further three years. The Wellington City Missioner refers to the Zoo as a 'healing place' for the people they serve.

Other accessibility programmes include: **Enriching Local Curriculum** (ELC) discounted entry for school groups through funding from the Ministry of Education; free Neighbours' Night for our Newtown and Melrose locals in conjunction with City Housing and Newtown New World; Welcome Weekends; Winter Wednesdays; and other discounted entry opportunities ensure accessibility for a wider segment of the community.

We are very proud of the work we are doing to make the Zoo an inclusive and diverse place to enhance social wellbeing.

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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 approximately 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. Our target market of families, young people and children are engaged in conservation and sustainability messaging and experiences at Wellington Zoo.

### Cultural Wellbeing

And

### Aho Tini 2030 – Arts, Culture and Creativity Strategy

Wellington Zoo will continue to build its reputation as a **creative and innovative zoo** by including more opportunities for our visitors to experience multi-layered and multi-sensory 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. We work with local artists to incorporate bespoke murals, statues and art work within the Zoo's visitor experience. This includes incorporating new statue and play into the Snow Leopard habitat, commissioning murals for the tiger viewing areas and connection with artist Shannon Novak through the WCC City Arts team on Make Visible Te Whanganui-a-Tara to design an installation for the Zoo's front entry.

Wellington Zoo's strategy is for the Wellington Zoo of the 21st century and seeks to take us into a new realm, building on our success of the past few years. We will be using the Zoo's rebuilt physical platform to unlock the potential for Wellington Zoo to be seen as a leader and trusted voice in the conservation of species, engagement with community, excellence in animal welfare and sustainability outcomes. We have combined a global vision with local action so that we can be change makers for a better planet. **This aligns with Council's Aho-Tini Strategy and vision for Wellington as a creative city.**

Strategy	Wellington Zoo Trust Alignment
<p><b>Economic Wellbeing</b></p> <p><i>And</i></p> <p><b>Economic Wellbeing Strategy</b></p>	<p>We contribute to the economic success of our <b>suppliers</b> from free range egg suppliers and veterinary supplies to architects and trade contractors. As a local entity ourselves we try as much as possible to support small and/or locally owned businesses.</p> <p>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 <b>financial sustainability</b> so that our social and environmental goals can be achieved.</p> <p>We are working with WellingtonNZ and other partners to ensure economic growth for our city. As previous winners of the Green Gold and Vibrant Gold in the Wellington Gold Awards and the Supreme Award winner of the Wellington Region Business Awards, we are perfectly placed to add value to the economy of our region.</p> <p>Last year we established a new partnership for <b>food and beverage</b> at the Zoo, working with an iconic Wellington catering and hospitality company to make sure our offering remains local, personal and aligns with our values.</p>
<p><b>Te whakatairanga i te ao Māori/Enhancing and promoting te ao Māori</b></p>	<p>Our values underpin our strategy and they resound with our approach to being a welcoming, happy place. Our alignment with te ao Māori is reflected in the organisational values (below) and we have worked with Taranaki Whānui ki Te Upoko o Te Ika to ensure the correct te ao Māori concepts reflect our intentions.</p> <p>Our <b>Kanohi Kitea programme</b> over the next four years and beyond will transform us into a bicultural organisation - as is expected of the capital city Zoo and will recognise the importance of Tikanga Māori in the way the Zoo works.</p> <p>The first phase of Kanohi Kitea was a two day cultural competency programme, completed by all permanent and fixed term staff last year. On the back of this a <b>Kanohi Kitea rōpū</b> has been convened with interested staff members applying to be on the rōpū to help extend the reach of the Kanohi Kitea throughout the organisation. This rōpū will support staff members as we move into the next phase of Kanohi Kitea, developing our te reo Māori and tikanga Māori knowledge and skills.</p>
<p><b>Te whakapakari pūmanawa/Building capability</b></p>	<p>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 <b>employment of over 100 people</b> (82 FTE) and by being one of the largest employers in Newtown. We employ key, specialist staff across a range of areas – some are world leading in their field. Our aim is always to retain our people, and in line with our strategic area objectives of Oranga, A Healthy Organisation, we have policies and initiatives that recognise and reward our people. We want our people to thrive.</p> <p>Our <b>relationships and MoUs</b> with Massey and Victoria Universities, Department of Conservation, Zealandia, Ngāti Koata and Taranaki Whānui ki Te Upoko o Te Ika have enabled collaborative partnerships for conservation medicine, veterinary learning, animal welfare and visitor experience and learning.</p> <p>The Zoo will be working to develop <b>Rangatahi Pathways</b> in association with Wellington City Council over the coming year. However, this will be dependent on sourcing funding for paying rangatahi the Living Wage. The 50:50 funding model for 2024-25 onwards will support programmes such as this (refer Section 2).</p>

To achieve our strategic direction, we will be continuing our commitment to sustainability and our Toitū net carbonzero certification continues with projects such as solar power installation on suitable Zoo buildings and increasing the use of EVs in our vehicle fleet. Our recent site-wide project to upgrade our water metering infrastructure will also allow for more targeted initiatives to reduce our overall water usage across the Zoo. We have identified improving relationships with Wellington Water and WCC officers in the three waters area in this SOI period – aligning with the Council’s priority objective for maintaining functioning and reliable three waters infrastructure.

**As a Toitū net carbonzero certified organisation since 2013** we will continue to reduce our waste to landfill and work with officers to meet the **Regional Waste Management and Minimisation Plan and the Te Atakura, First to Zero plan**. As part of our contract with our new Resource & Waste Recovery partner, **Waste Management NZ**, we will be working to implement new initiatives to improve recycling recovery from visitor waste streams and review zoo operational practices as we seek to continually reduce waste to landfill and improve waste diversion. We have developed a Climate Action Position Statement. Species such as Snow Leopards, which are climate change refugee species, enable us to tell the story of climate change and the resulting impacts on the environment.

We measure our climate action results using the UN Sustainable Development Goals Framework with the specific measures below:

**SDG 13 Climate Action**

- 30 media/social media stories about the Zoo with climate change/action messages
- Visitor awareness of climate actions they can take (survey)
- 1500 school children educated about climate change/action

**SDG 11 Sustainable Cities & Communities**

- Two conservation projects which include support for sustainable communities/urban biodiversity
- 12.5% visitors taking sustainable transport to the Zoo
- 12 Wellington region conservation organisation partners/collaborators

**SDG 12 Responsible Consumption & Production**

- Less than 100 kg food waste from nutrition centre to landfill per year
  - Proportion of palm oil containing products purchased by the Zoo which use certified sustainable palm oil
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Strategy

Wellington Zoo Trust Alignment

As one of the key environmental education providers in Wellington, the Zoo has an **Enriching Local Curriculum (ELC) contract** with the Ministry of Education (MOE). Over **10,000 school children** annually experience a learning workshop with our conservation education experts at Wellington Zoo. The Ministry of Education 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. We are investigating ways for us to fund a Māori educator and our Kanohi Kitea programme will give our educators even more skills and knowledge to embrace multicultural outcomes.

Strategy for Children and Young People

Wellington Zoo's **Bush Builders** is a unique environmental literacy programme that helps children to 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. *Bush Builders* emphasises the importance of building habitats for animals.

As a child friendly city and in line with the Strategy for Children and Young People, it's important for Wellington to cater for all young people and their families, and this means providing safe, accessible and enjoyable places for learning and play, and offering community events and activities that are suitable for all. We will support the hauora, or wellbeing, of children and young people by placing a wellbeing focus on the recreational, and environmental programmes we currently deliver for children and young people. **Our own school holiday programmes are well attended and many other external holiday programmes visit the Zoo as part of their offering to the community.**

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Accessible Wellington

**We have achieved Be. Lab Accessible Gold rating** (this was renewed in 2022) and we continue to improve the Zoo experience for all visitors, so that many more people have access to the Zoo in the ways that best suit them. We have embraced accessibility for the whole community by investing in recommendations from Be.Lab to improve the experience for all people. **This aligns with Accessible Wellington, The Accessible Journey Action Plan 2019.**

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## WZT Specific Expectations

Specific Expectations	Wellington Zoo Trust Alignment
<p>4.1 Council expects the Trust to leverage the new Snow Leopard opportunity to increase visitation to the Zoo</p>	<p>Construction of the new <b>Snow Leopard</b> project started in late December 2021 and was completed March 2023. The Trust fundraising has reached <b>\$2,294,753</b> and is approximately 38% of the total project cost of \$6.1m.</p> <p>International research shows that <b>big cats are the biggest draw card</b> for visitors attending zoos. Community support for Snow Leopards is high, with social media posts on Snow Leopards regularly being among our highest performing in terms of reach and engagement. Visitation increase to the Zoo due to Snow Leopards is a critical part of our operational marketing plan for 2022/23 and 2023/24 and is clearly indicated in our measures for 2023/24.</p> <p>We have <b>partnered with Mountain Spirit</b>, a conservation organisation that works in Nepal with local communities in the mountains where Snow Leopards also live. This supports our Conservation Strategy and also our SDG measures for Climate Action. 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 direct conservation action</p>
<p>4.2 The Trust will provide a forward programme of the planned asset renewals which are funded by Council and supported by third-party fundraising. The renewals programme will be underpinned by an Asset Management Plan</p>	<p><b>Asset Renewals</b></p> <p>The renewals budget allows us to maintain a resilient asset for the city. We have given the renewals budget precedence in the LTP as we know that reasonably small, enhancing changes can give us excellent animal, staff and visitor outcomes. We have been successful with external fundraising for a number of renewals projects if they meet the funding criteria. Examples include the Chimpanzee Park (\$500k of a \$1.3m budget), Twilight Te Ao Māhina (\$123k of a \$290k budget) and Giraffe House refurbishment (\$400k of a \$483k budget). Much of the Zoo renewals is made up of maintenance of the asset such as painting, electrical works, fencing, safety and security improvements and visitor pathways which are not able to be externally supported through fundraising.</p> <p>The Zoo will continue to work alongside the WCC Strategic Asset Planning team to develop and refine the Asset Management Plan to ensure the ongoing maintenance and renewal of the Zoo asset is carried out strategically using the most up-to-date data available, while also executing our obligations under the <b>Contract for Services</b>. When complete, the Zoo AMP will enable the Trust to: manage asset lifecycles for a whole-of-life approach with due consideration given to WCC and Zoo joint objectives; provide assurance of funding required to cover existing and future asset renewals and avoid critical failure of ageing infrastructure assets; update any assets not fit for purpose from an animal welfare standard; and resolve any potential Health and Safety issues and the associated reputational risk these issues could bring.</p> <p><b>Building on the recently completed existing Zoo asset register realignment with WCC</b>, the final draft project has been completed to update asset valuation and condition assessments in line with market values and best-practice asset management processes. While this project isn't intended to update the Council's financial asset valuation of the Zoo, this report will help inform future, long-term LTP decisions around maintaining the Zoo asset considering current market conditions. We will continue to work with WCC officers to develop our detailed asset management plan in line with Council processes for asset renewals, business continuity and earthquake resilience in readiness for the Council Long-Term Plan development. It is important that the AMP for the Zoo asset matches the other CCO and WCC business units to ensure information consistent across the WCC asset portfolio, so will be taking direction from WCC Officers as the new AMP format develops in the lead-up to the next LTP planning round.</p>

Specific Expectations

4.2 The Trust will provide a forward programme of the planned asset renewals which are funded by Council and supported by third-party fundraising. The renewals programme will be underpinned by an Asset Management Plan (Continued)

Wellington Zoo Trust Alignment

One of the challenges of maintaining the Zoo asset is the variable lifecycle ages of structures and animal habitats. As our knowledge of the animals in human care increases, previous habitats and animal care and welfare practices become outdated. Zoos internationally now consider 20 years to be too long and in global experience it is more realistic to plan for a **ten-year life expectancy** for zoo animal habitat assets.

The significant planned Renewal projects for the 2023/24 financial year are:

- **Lace Monitor habitat** - iconic Australian animal which will be the introductory species for the *Neighbours* precinct, to be completed July/August 2023;
- **Earthquake prone buildings** – removal of and improvements to earthquake prone buildings and walls, including building replacement structures where required for staff office and storage areas;
- **Kamala’s function space** – refurbishment and installation of new glass doors expand the functionality of the space and improve the make-up of overall venue offerings, improving the Zoo’s financial sustainability
- **Otter Dens/Habitat & Gibbon viewing** – improving the entry precinct of the Zoo and improved viewing of the Monkey Island areas;
- **Quarantine Facilities** – to refit and revitalisation of older buildings to improve functionality and provide more flexible spaces for the different species in the Zoo;
- **Site-wide Visitor facilities** – refresh of older areas of the Zoo, rest spaces, visitor interpretive areas and overall facilities in preparation for Wellington Zoo hosting the International Zoo Educators conference in October 2023
- **Meet the Locals He Tuku Aroha refresh** – this area requires significant renewal and investment, along with a review of the animal and visitor spaces, as it has been well-loved by visitors since being opened in 2016

4.3 Council will work with the Trust on capital budget planning to inform the 2024 LTP following the Trust’s master planning, species planning and strategy review in late 2022

Master Planning

In November 2022 Wellington Zoo began the process Master Planning process. This process addresses the physical asset, strategic priorities, species selection, storytelling and sense of place.

Over the last twenty years Wellington Zoo has undergone enormous change – physically, culturally and economically. The Zoo Capital programme from 2006-2016 changed the physical face, the community perception and reputation of Wellington Zoo. Latest visitor research indicates that Wellington Zoo is seen as an integral part of our city. Wellington Zoo is seen as a leader in sustainability, animal welfare, visitor experience and conservation - the remit of a progressive zoo. The next 20-year plan needs to build on this success and examine new innovations for a 21st century zoo. The work of zoo professionals continues to evolve and the master plan, species plan and strategy needs to be flexible and informative to allow Wellington Zoo to respond to changes in the operating environment, community expectations, zoo-based conservation and animal welfare science.

The design of zoo habitats is one of the most significant factors impacting the welfare of the animals that live within them. This in turn underpins the social license zoos operate under. Zoos must be proactive not reactive to changing societal expectations of what is acceptable for animals in human care. Zoos and zoo designers must adapt. This is why zoo habitats rarely have a life span beyond ten years in progressive zoos. Given that breeding in human care has played a role in over half the cases where species have been rescued from extinction, getting welfare right matters not only to individual animals but also to the survival of species.

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## Specific Expectations

## Wellington Zoo Trust Alignment

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### 4.3 Council will work with the Trust on capital budget planning to inform the 2024 LTP following the Trust's master planning, species planning and strategy review in late 2022 (Continued)

#### Master Planning Cont.

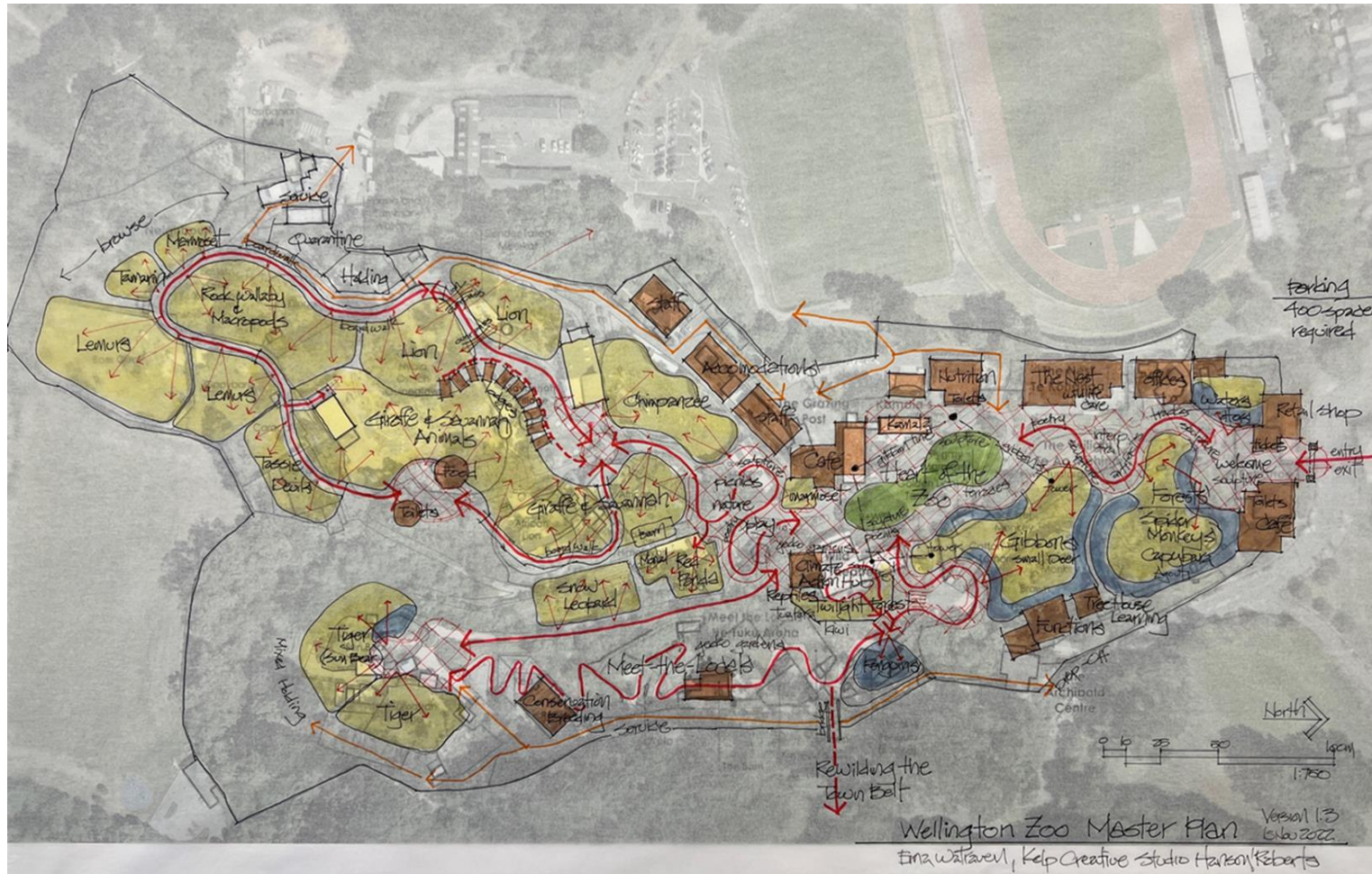
The world is stepping into a moment of great change. With climate change, COVID-19 impacts and species decline Wellington Zoo must be at the forefront of the change and lead by example. Always looking ahead, our Zoo must take on necessary site improvements, strategic thinking, care for appropriate species and people to meet community aspirations as a progressive zoo. The series of required modifications to resolve these challenges act as a springboard for renewing the Zoo as a whole.

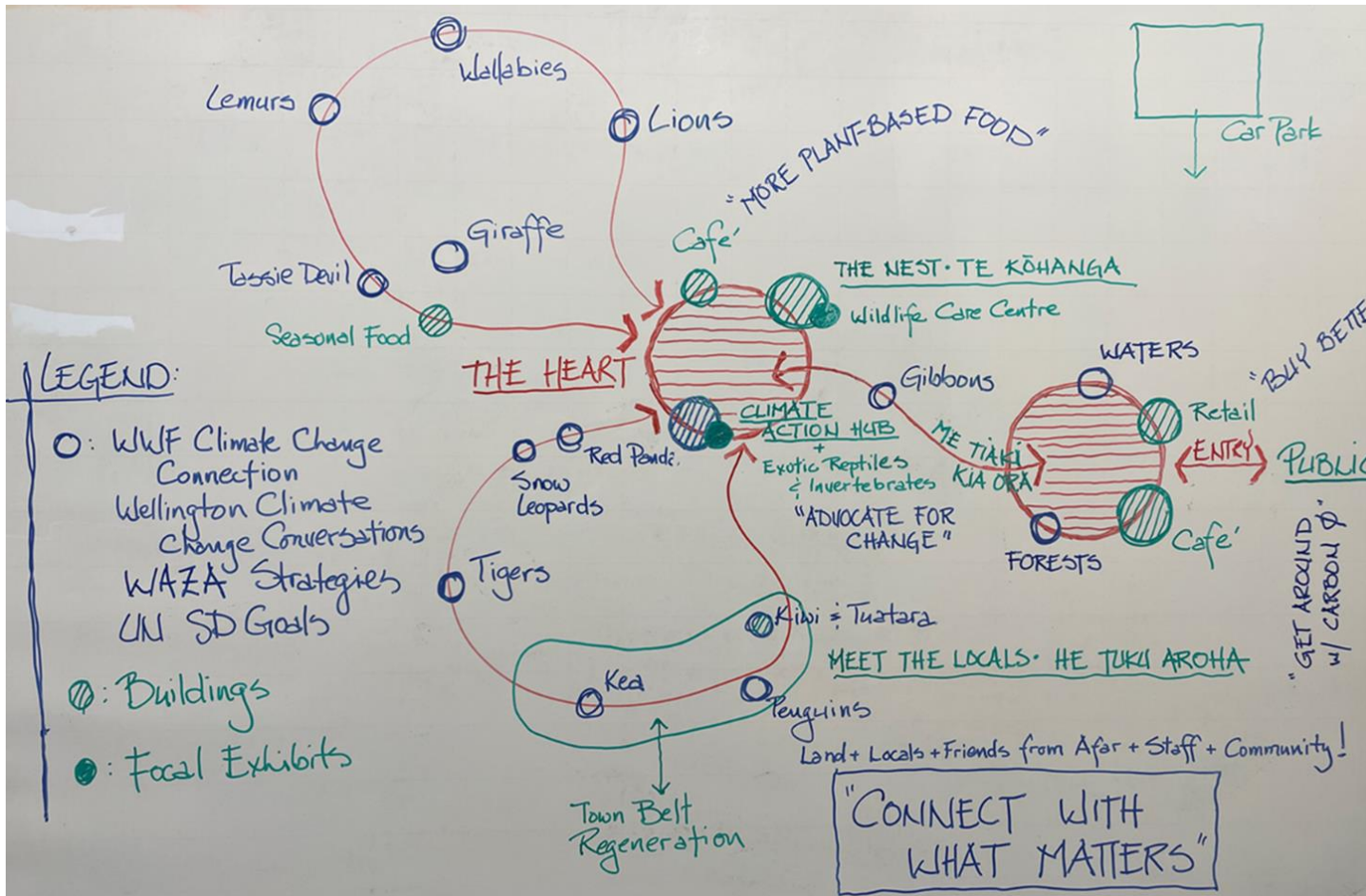
The redevelopment provides the perfect opportunity to re-envision the layout of our Zoo, build on the success of the last twenty years to better reflect our strategy and species plan, and to ensure that the site reflects our Zoo's high-level ambitions, as well as better facilitating our progressive kaupapa, Me tiaki, kia ora! – we must look after the environment so all will thrive. This will be a vision that transcends the evolution of our Zoo over the next twenty years and positions it to be resilient and agile going into the future, while continuing to be a place of innovation and creativity with excellent animal welfare, and incredible and memorable experiences.

Studio Hanson Roberts (SHR) (Becca Hanson and David Roberts) led the process with Scott Killeen from Kelp Creative and Erna Walraven, Senior Curator Emeritus, Taronga Conservation Society Australia who are zoo qualified and experienced overseas design consultants have been engaged as well as local design consultants to develop the plan in readiness for the 2024 Long Term Planning process starting in 2023. The following drawings explain the stage reached in November 2022. These drawings show indicative physical changes as a result of the November workshop.

These will be further refined, phasing of projects will be considered, artist renditions of early phase projects will be provided and costs will be assessed by the Zoo's Quantity Surveyors, Maltbys. The package of information for WCC consideration is currently being developed and will be discussed with Council Officers over the coming months in readiness for inclusion in the 2024 LTP deliberations.

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## 5. 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	Target 2023-24	Target 2024-25	Target 2025-26	
Visitors	Quarter*	265,815	244,000	244,000	This measure is linked to the Zoo's strategic area of Wairua and Oranga.
Student and education visits	Annual	21,000	21,000	21,000	Conservation education programmes and student self-guided visits. This measure is linked to the Zoo's strategic area of Wairua and Oranga.
Council operating grant per visitor	Annual	\$15.67	\$17.69	\$18.18	This measure is linked to the Zoo's strategic area of Oranga.
Full cost to Council	Annual	<i>Not available from Council for Sol</i>	<i>Not available from Council for Sol</i>	<i>Not available from Council for Sol</i>	This target is generated by Council and is not controlled by the Trust. It includes depreciation and shared services costs, CCO team costs, insurance, CAPEX interest and the OPEX grant.
Trading Revenue per visit (excluding grants and interest)	Annual	\$17.93	\$18.85	\$18.85	This measure is linked to the Zoo's strategic area of Oranga.
Non-Council donations and funding	Annual	\$364k	\$380k	\$400k	Non-Council operational grants, donations, sponsorships and bequests. This target does not include any capital funding. This measure is linked to the Zoo's strategic area of Oranga.
Percentage of operating costs generated by the Trust	Annual	53%	50%	50%	This measure is linked to the Zoo's strategic measure of Oranga.
Trust generated income as percentage of the Council grant	Annual	125%	116%	113%	This measure is linked to the Zoo's strategic area of Oranga.

### \*Target Visitor Numbers by Quarter 2022-23

Q1	Q2	Q3	Q4	Total
51,389	71,864	72,397	70,165	265,815

Measure	Frequency of Measure	Target 2023-24	Target 2024-25	Target 2025-26	
Measure visitor feedback and satisfaction	Annual	80%	80%	80%	Average visitor satisfaction is 80% or greater. This measure has changed as the new visitor survey measures satisfaction on scale of 1-7, to align with customer experience best practice, rather than the previous scale of 1-10. This measure is linked to the Zoo's strategic areas of Wairua and Oranga.
Number of vulnerable, endangered or critically endangered species (IUCN Red List and DOC National list) at the Zoo	Annual	25	25	25	This measure is linked to the Zoo's strategic area of Tinana.
Percentage of native animals released to the wild after triage and treatment by The Nest Te Kōhanga (TNTK)	Annual	50	50	50	This measure is linked to the Zoo's strategic area of Tinana.
Zoo UN SDG targets met	Annual	80%	80%	80%	Targets for Zoo SDGs have been established and involve the work of teams across the Zoo. These new targets will enable us to push forward our work for a sustainable planet through the SDG framework. This measure links to the Zoo strategic area of Whānau.
Number of field conservation projects supported for vulnerable, endangered or critically endangered species (IUCN Red List and DOC National list) at the Zoo	Annual	12	12	12	This measure is linked to the Zoo's strategic area of Hinengaro.
Maintain Zoo and Aquarium Association accreditation	Annual	Achieved	Achieved	Achieved	ZAA accreditation assesses animal welfare, conservation, sustainability, biosecurity and safety when working with dangerous animals. This measure is linked to the Zoo's strategic areas of Oranga, Tinana, Hinengaro and Whānau.
Maintain Toitū net carbonzero certification	Annual	Achieved	Achieved	Achieved	This measure is linked to the Zoo's strategic area of Whānau.
Implementing cultural competency programme	Annual	Achieved	Achieved	Achieved	Linked to the implementation of this bicultural competency programme. This programme is linked to the Zoo strategic area of Wairua.
Achieve and maintain Rainbow Tick certification	Annual	Achieved	Achieved	Achieved	Rainbow Tick is a certification mark provided after a diversity and inclusion assessment process. Rainbow Tick is about accepting and valuing sexual and gender diversity in the workplace. This measure is linked to the Zoo's strategic area of Oranga.

Measure	Frequency of Measure	Target 2023-24	Target 2024-25	Target 2025-26	
Health, Safety & Wellbeing Committee meeting attendance	Annual	80%	80%	80%	Measured against those staff available to attend meetings. This measure is linked to the Zoo's strategic area of Oranga. The change of Committee name is linked to legislation and the inclusion of Wellbeing in our HSW Strategy.
Emergency drill or incident debriefs summary delivered	Annual	8	8	8	Debriefing documents developed and key lessons presented to Zoo staff following emergency drills, trial evacuations and real incidents. This measure is linked to the Zoo's strategic area of Oranga.
Volunteer engagement survey completed	Annual	1	1	1	This annual survey measures the satisfaction levels of those volunteering across the organisation. This measure is linked to the Zoo's strategic area of Wairua.
Staff recognition initiative complete	Annual	1	1	1	Annual Gold Agouti Staff Awards. This measure is linked to the Zoo's strategic area of Oranga.
Staff learning and development initiatives completed	Annual	10	10	10	Learning opportunities from both internal and external speakers and providers. This measure is linked to the Zoo's strategic area of Oranga.



## 6. APPROACH TO GOVERNANCE

Wellington Zoo Trust is a Council-Controlled Organisation (CCO) 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.

### 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; and*

*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.”*

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, and the Zoo's Strategic Management Team, meets regularly with Council Officers for CCOs and other Council management when appropriate. The Chair and Chief Executive attend Finance and 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 Statement 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.

Wellington Zoo always publicly acknowledges Council’s contribution to the Zoo as much as possible. We are grateful for Council support and seek to acknowledge this at events, animal habitat openings and other appropriate opportunities.

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; and
- Provision of quarterly reports against agreed KPMs and an annual report within three months of balance date.

#### **Contract for Services**

The Trust will continue to provide the core business services that the Zoo has historically delivered to Wellington as part of our **Contract for Services** with Wellington City Council. 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 wellbeing 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; and
- Fundraising for the organisation’s future sustainability, development and conservation projects.

#### **Trust Board Membership**

<b>Name</b>	<b>Term Expires</b>
Craig Ellison ( <i>Chair</i> )	31 December 2023
Nina Welanyk Brown	31 December 2024
Jane Diplock AO	31 December 2024
Nureddin Abdurahman	16 October 2025
Chris Roberts	31 December 2025
Jamie Tuuta	31 December 2025

All Board members are non-executive. A Board Skills Matrix will be provided separately by **31 March 2023** and updated annually.

## 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 Wellington City Council Chief Executive on the Board review and outcomes by 30 September 2023.**

## 7. HEALTH, SAFETY AND RISK

Wellington Zoo Trust Board 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, Safety and Wellbeing is currently managed via the Director Safety, Assets and Sustainability who is a direct report to the Chief Executive. The H&S Lead works with our Health, Safety and Wellbeing Committee to ensure safe practices in the Zoo for animals, staff and visitors. All Health and Safety incidents are monitored weekly by the Strategic Management Team (SMT) and by the Board at their regular meetings.

A **three-year Health, Safety & Wellbeing (HS&W) strategy** has been developed to address improvement areas identified through an external review of the Zoo's systems carried out in April 2021. Delivering against this strategy, the Zoo completed a thorough review of operational **Critical Risks** and reporting measures to the Trust Board and SMT to ensure these risks are being managed with the appropriate rigour and necessary verification measures are in place to keep Zoo staff, visitors and the community safe.

**As with all our HS&W 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 HS&W objectives. Like all our legal obligations we have our HSW compliance assessed annual by ComplyWith. This external assessment ensures that all legal obligations across the Zoo business are met.

The Zoo's **Risk Matrix** highlights the criticality of maintaining a resilient organisation for the city. Impacts of a natural disaster, attraction and retention of key staff and loss of business due to an extreme event are all high-level potential risks if we are not able to adequately manage or resource appropriately.



## Risk Analysis & Control Plan for Wellington Zoo Trust

Risk Identification	Uncontrolled Risk			Risk Control	Risk after Control			Accountability	Responsibility
	Probability	Impact	Risk Value		Probability	Impact	Risk Value		
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, a tactical marketing and communications plan implemented. Internal communications plans enacted.	0	6	6	CE & Board	Board, SMT
Attraction and retention of key staff	0	6	6	Learning and Development opportunities. Career progression initiatives such as the Keeper Development Programme. HR Policies & Remuneration Policy. Review Remuneration strategy. Engagement through shared values. Employee Experience Journey protocols, eg advertising, induction. Monitor and maintain skills shortage status for Veterinarians, Veterinarian Technicians, Zoo Keepers and other critical roles with Ministry of Immigration. Engage with a range of stakeholders and partners.	-1	6	5	CE & Board	Board COO
Loss of business due to extreme or prolonged event, eg pandemic, terrorism, civil unrest, climate change event, prolonged inclement weather	-1	7	6	Implement tactical marketing and pricing. Implement a targeted communications plan. Emergency logistics, animal management and procurement plans put into effect. Review and revise budgets, reduce spending and investigate new revenue raising initiatives. Strong relationship management with WCC and other key stakeholders. Internal communications plans enacted. See also Business Continuity Plan.	-1	6	5	CE & Board	Board SMT
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, Communications Plans 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 of staff and contractors. Monitor competency of staff and contractors. Two keeper system in place. Board and SMT site reviews.	-3	7	4	CE & Board	Board, SMT
Infectious disease impact on animals	-1	6	5	Health & Safety Management Plan. EPA/MPI policies. Infectious Diseases Policy. Maintenance of good biosecurity measures and developing controls on an ongoing/regular basis. Veterinary protocols and pre-import and pre-export screenings. Animal Human Interaction protocols. Communication Plan.	-2	6	4	CE & Board	Board COO, Director, SAS
Reputation Falters	-1	6	5	Communications protocols to communicate with key stakeholders, media and community. Strong relationship management with partners and stakeholders eg. DOC, MPI, WCC. Animal Welfare Accreditation. Euthanasia Policy. Code of Conduct, Media Relations Policy. Electronic Communications and Internet Usage Policy. Use of Social Media Policy. Disciplinary Policy. HSW Policy. Seek appropriate and timely advice.	-2	5	3	CE & Board	Board, SMT
Withdrawal or significant reduction of support or unfunded compliance costs from WCC	-2	7	5	WZT Statement of Intent. WCC 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. Reporting at relevant WCC Committee meetings. Relationships developed between relevant officers across WCC and related Zoo portfolio managers. Regular reporting on Zoo-based activities.	-3	4	1	CE & Board	CEBoard
Loss of Business Due to Economic Downturn	0	5	5	Operating environment evaluated regularly. Tactical marketing and pricing put into effect and tempered by prudent financial management.	0	4	4	CE & Board	CE Board
Inability to source and import animals	-1	5	4	Zoo Species Plan continually updated. Animal Science Manager responsible for sourcing animals. Strong relationships with ZAA and WAZA members and with other zoos around the world to source animals through programmes such as ASMP. Strong relationship management with DOC, MPI and EPA.	-2	5	3	CE & Board	Board COO
Cyber-Security Failure / Privacy Breach	-1	5	4	WCC ICT system and policies eg, secure password management. Cyber security testing/monitoring by WCC. Review third-party providers to ensure they have robust cyber-security systems, policies and procedures in place - particularly storage of sensitive information and payment protocols. Zoo website penetration testing. Privacy Officers and Privacy Working Group undertake Privacy Impact Assessments (PIAs) twice yearly, in March and September.	-2	5	3	CE & Board	Board COO

Risk Identification	Uncontrolled Risk			Risk Control	Risk after Control			Accountability	Responsibility
	Probability	Impact	Risk Value		Probability	Impact	Risk Value		
Animal Welfare compromised	-2	6	4	ZAA Accreditation evaluates the Zoo's animals' welfare state. Husbandry Manuals and SOPs regularly reviewed and updated. Governed by WZT Animal Welfare Committee. Animal Care & Science team development, recruiting and retaining skilled staff.	-3	5	2	CE & Board	Board COO
Project Design, Development and Delivery Risk	-1	5	4	Project Management Process as agreed with the Board. Follow procurement processes for engaging Consultants and Contractors. Regular progress meetings to maintain projects on time and within budget. Regular reporting to the Board on capital and renewals projects.	-3	5	2	CE & Board	Board/Director, SAS
Inappropriate procurement processes followed	-2	6	4	Procurement Policy. Delegations Policy. Register of Interests. Delegations for approvals. Board approval process for capital procurement and WCC signoff for Capital Procurement for major capital projects.	-3	4	1	CE & Board	Board COO
Fraud and Theft	-1	5	4	CCTV at front entrance monitored weekly by SMT members and Sales and Services Manager. Code of Conduct. Financial management procedures. Daily banking checks by Finance and Administration Advisor with written procedures for following up variances. Annual audit by Audit NZ. Pre-employment Criminal checks.	-2	3	1	CE & Board	Board COO
Utilities Infrastructure Loss and Failure	-1	4	3	WZT Business Continuity Plan. WCC Business Continuity Plan. Minor Works programme to ensure maintenance up to date. Connection to WCC systems where appropriate to utilise WCC back-up systems.	-1	3	2	CE & Board	Board SMT
Security Breach / Vandalism	-1	4	3	CCTV System and Security Alarms in all our buildings and where applicable in animal areas. Weekly perimeter checks. Maintenance of Perimeter Fence. Routine nightly security checks. After hours doors and security gate monitoring.	-2	3	1	CE & Board	Board Director, SAS


## Risk Analysis Scale


### 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 control plan developed and agreed with the Board.

 All risks with a Risk Value of 3 or 4 shall have a control 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 control plan even if the overall Risk Value is less than five.

## 8. 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 and Accounting Policies included.

**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 **\$4,166,083 operational funding** for 2023/24. However, we have outlined the pressures on our financial situation both for this year (2022/23) and for 2023/24 in Section 2 of this SOI. **As such we request an increase to this grant of \$571k which would make the total operating grant \$4,737,083 for 2023/24 which is 47% of total OPEX.**

The Board acknowledges the **\$1,291,847 included in the *current* Long-Term Plan** for Zoo Asset renewals for 2023/24.

**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.



## 9. ACCOUNTING POLICIES

### Reporting Entity

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 re-negotiated to 30 June 2021. Ongoing funding for the Trust has been approved in the 2018/2028 Long Term Plan. The Trust has made a further going concern assessment in Note 20.

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 Trust meets this criterion as is not a large public sector entity with total expenses ≥ \$30million and is not publicly accountable.

The reporting period for these financial statements is for the year ended 30 June 2020. The financial statements were authorised for issue by the Board of Trustees on 21 August 2020.

### Statement of Compliance

The financial statements have been prepared in accordance with New Zealand generally accepted accounting practice. They comply with 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**

Debtors 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.

#### **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 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.

#### **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 terminate employment. 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.

### **Revenue in Advance**

The Trust has received non-exchange funds for specific purposes with conditions that would require the return of the monies if the Trust were not able to fulfil the agreement. The revenue from these agreements will only be recognised as the conditions are fulfilled over time.

The Trust has received non-exchange funds which apply to periods beyond the current year with conditions that would require the return of the monies if the Trust were not able to fulfil 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.

### **Animals**

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.

## 10. FORECAST FINANCIAL STATEMENTS

CCO: Wellington Zoo Trust Business Plan 2023/24		\$NZ000's						
Estimate 30-Jun-23	EARNINGS STATEMENT	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	Total YE 30-Jun-24	Total YE 30-Jun-25	Total YE 30-Jun-26
	<b>Revenue</b>							
4432	Trading Income	1,016	1,338	1,273	1,138	4,765	4,600	4,600
3752	WCC Grants	1,042	1,042	1,042	1,042	4,166	4,316	4,437
92	Other Grants	21	21	21	21	84	90	100
280	Sponsorships and Donations-Operational	70	70	70	70	280	290	300
500	Sponsorships and Donations-Capital	0	0	0	0	0	0	0
20	Investment Income	3	2	3	2	10	15	15
0	Other Income	0	0	0	0	0	0	0
9,076	<b>Total Revenue</b>	2,152	2,473	2,409	2,273	9,305	9,311	9,452
	<b>Expenditure</b>							
6,479	Employee Costs	1,774	1,774	1,774	1,774	7,094	7,349	7,496
2,484	Other Operating Expenses	646	671	671	671	2,782	2,852	2,909
0	Depreciation	0	0	0	0	0	0	0
0	Interest	0	0	0	0	0	0	0
500	Vested Assets/Restricted Funds spend	50	25	25	25	125	0	0
9,463	<b>Total Expenditure</b>	2,469	2,469	2,469	2,469	10,001	10,201	10,405
(387)	<b>Net Surplus/(Deficit)</b>	(318)	4	(61)	(197)	(696)	(890)	(953)
(387)	Operating Surplus (Deficit)	(268)	29	(36)	(172)	(571)	(890)	(953)
(387)	<b>Net Surplus/(Deficit)</b>	(318)	4	(61)	(197)	(696)	(890)	(953)
-4.3%	<b>Operating Margin</b>	-12.4%	1.2%	-1.5%	-7.5%	-6.1%	-9.6%	-10.1%

Estimate 30-Jun-23	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-23	As at 31-Dec-23	As at 31-Mar-24	As at 30-Jun-24	As at 30-Jun-25	As at 30-Jun-26
	<b>Shareholder/Trust Funds</b>						
0	Share Capital/Settled Funds	0	0	0	0	0	0
0	Revaluation Reserves	0	0	0	0	0	0
1,758	Restricted Funds	1,758	1,758	1,758	1,758	1,758	1,758
(113)	Retained Earnings	(431)	(427)	(488)	(684)	(1,574)	(2,527)
1,645	<b>Total Shareholder/Trust Funds</b>	1,328	1,331	1,271	1,074	184	(769)
	<b>Current Assets</b>						
2,525	Cash and Bank	3,299	2,286	3,267	2,029	1,131	182
200	Accounts Receivable	130	130	130	100	150	150
100	Other Current Assets	100	100	100	90	100	100
2,825	<b>Total Current Assets</b>	3,529	2,516	3,497	2,219	1,381	432
	<b>Investments</b>						
0	Deposits on Call	0	0	0	0	0	0
0	Other Investments	0	0	0	0	0	0
0	<b>Total Investments</b>	0	0	0	0	0	0
	<b>Non-Current Assets</b>						
0	Fixed Assets	0	0	0	0	0	0
0	Other Non-current Assets	0	0	0	0	0	0
0	<b>Total Non-current Assets</b>	0	0	0	0	0	0
2,825	<b>Total Assets</b>	3,529	2,516	3,497	2,219	1,381	432
	<b>Current Liabilities</b>						
580	Accounts Payable and Accruals	848	477	516	540	600	600
400	Provisions					200	200
200	Other Current Liabilities	1,354	708	1,711	605	397	401
1,180	<b>Total Current Liabilities</b>	2,202	1,185	2,227	1,145	1,197	1,201
	<b>Non-Current Liabilities</b>						
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	<b>Total Non-Current Liabilities</b>	0	0	0	0	0	0
1,645	<b>Net Assets</b>	1,328	1,331	1,271	1,074	184	(769)
2.4	<b>Current Ratio</b>	1.6	2.1	2	1.9	1	0.4
58.2%	<b>Equity Ratio</b>	37.6%	52.9%	36.3%	48.4%	13.3%	-178.1%

Estimate 30-Jun-23	STATEMENT OF CHANGES IN EQUITY	As at 30-Sep-23	As at 31-Dec-23	As at 31-Mar-24	As at 30-Jun-24	As at 30-Jun-25	As at 30-Jun-26
	<b>Equity Opening Balances</b>						
224	Accumulated Comprehensive Revenue and Expense	(113)	(381)	(352)	(388)	(559)	(1,449)
1,808	Restricted Funds	1,758	1,708	1,683	1,658	1,633	1,633
2,032	<b>Total Equity Opening Balance</b>	1,645	1,328	1,331	1,271	1,074	184
	<b>Comprehensive Revenue</b>						
(387)	(Deficit)/Surplus for the year to retained earnings	(268)	29	(36)	(172)	(890)	(953)
(387)	<b>Total comprehensive revenue</b>	(268)	29	(36)	(172)	(890)	(953)
	<b>Equity Closing Balances</b>						
(113)	Accumulated Comprehensive revenue and expense	(381)	(352)	(388)	(559)	(1,449)	(2,402)
1,758	Restricted Funds	1,708	1,683	1,658	1,633	1,633	1,633
1,645	<b>Total Equity-Closing Balance</b>	1,328	1,331	1,271	1,074	184	(769)

Estimate 30-Jun-23	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	Total YE 30-Jun-24	Total YE 30-Jun-25	Total YE 30-Jun-26
	<b>Cash provided from:</b>							
4,432	Trading Receipts	1,016	1,338	1,273	1,138	4,765	4,600	4,600
3,752	WCC Grants	2,083	0	2,083	0	4,166	4,316	4,437
92	Other Grants	21	21	21	21	84	82	82
780	Sponsorships and Donations	70	70	70	70	280	290	300
20	Investment Income	3	2	3	2	10	15	15
0	Other Income	0	0	0	0	0	0	0
9,076		3,193	1,431	3,450	1,231	9,305	9,303	9,434
	<b>Cash applied to:</b>							
6,479	Payments to Employees	1,774	1,774	1,774	1,774	7,094	7,349	7,496
2,484	Payments to Suppliers	646	671	671	671	2,657	2,852	2,887
0	Net GST Cashflow					0	0	0
500	Other Operating Costs (VESTING)			25	25	50	0	0
	Interest Paid	0				0	0	0
9,463		2,419	2,444	2,469	2,469	9,801	10,201	10,383
(387)	<b>Total Operating Cash Flow</b>	774	(1,013)	981	(1,238)	(496)	(898)	(949)
	<b>Investing Cash Flow</b>							
	<b>Cash provided from:</b>							
	Sale of Fixed Assets					0	0	0
0	Other	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
	<b>Cash applied to:</b>							
0	Purchase of Fixed Assets					0	0	0
0	Other -vesting Cash for Capital Projects	0				0	0	0
0		0	0	0	0	0	0	0
0	<b>Total Investing Cash Flow</b>	0	0	0	0	0	0	0
	<b>Financing Cash Flow</b>							
	<b>Cash provided from:</b>							
	Drawdown of Loans					0	0	0
0	Other	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
	<b>Cash applied to:</b>							
	Repayment of Loans					0	0	0
0	Other	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0
0	<b>Total Financing Cash Flow</b>	0	0	0	0	0	0	0
(387)	<b>Net Increase/(Decrease) in Cash Held</b>	774	(1,013)	981	(1,238)	(496)	(898)	(949)
2,912	<b>Opening Cash Equivalents</b>	2,525	3,299	2,286	3,267	2,525	2,029	1,131
2,525	<b>Closing Cash Equivalents</b>	3,299	2,286	3,267	2,029	2,029	1,131	182

Estimate 30-Jun-23	CASH FLOW RECONCILIATION	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	Total YE 30-Jun-24	Total YE 30-Jun-25	Total YE 30-Jun-26
(387)	<b>Operating Surplus/(Deficit) for the Year</b>	(318)	4	(61)	(197)	(696)	(890)	(953)
	<b>Add Non Cash Items</b>							
0	Depreciation	0	0	0	0	0	0	0
(50)	Other (Restricted Funds movement)	(400)	0			(275)	0	
(437)		(718)	4	(61)	(197)	(971)	(890)	(953)
	<b>Movements in Working Capital</b>							
1,462	(Increase)/Decrease in Receivables	70	0	0	30	100	(50)	0
(36)	(Increase)/Decrease in Other Current Assets	0	0	0	10	10	(10)	0
(1,141)	Increase/(Decrease) in Accounts Payable	268	(371)	39	24	(40)	60	0
(235)	Increase/(Decrease) in Other Current Liabilities	1,154	(646)	1,003	(1,106)	405	(8)	4
50		1,492	(1,017)	1,042	(1,042)	475	(8)	4
	<b>Net Gain/(Loss) on Sale:</b>							
	Fixed Assets	0				0		
0	Investments	0				0		
0		0	0	0	0	0	0	0
(387)	<b>Net Cash Flow from Operations</b>	774	(1,013)	981	(1,238)	(496)	(898)	(949)



**Craig Ellison**  
Board Chair, Wellington Zoo Trust

**WELLINGTON REGIONAL ECONOMIC  
DEVELOPMENT AGENCY LIMITED**

# **STATEMENT OF INTENT 2023-2026**

**WellingtonNZ**



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

## 1. MIHI

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

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

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

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

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

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

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

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

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

## 2. STATEMENT FROM THE CHAIR AND CHIEF EXECUTIVE

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

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

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

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

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

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

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

### 3. OUR ROLE AND PURPOSE

#### WHO WE ARE

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

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

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

#### OUR PURPOSE

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

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

## 4. OUR STRATEGY FOR 2023-26

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

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

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

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

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

#### MANA WHENUA AND MĀORI IN THE REGION

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

#### EVENTS

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

#### TECHNOLOGY

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

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

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

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

## **TOURISM**

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

## **TALENT**

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

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

#### REGIONAL ECONOMIC DEVELOPMENT PLAN

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

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

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

#### ZERO CARBON

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

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

#### FUNDING

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



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

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

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

### **ENDURING EXPECTATIONS**

#### **No Surprises**

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

#### **Relationship**

We will meet the requirements set out.

#### **Legislation & Compliance**

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

#### **Governance**

We will meet the requirements set out.

#### **Risk Management**

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

#### **Living Wage**

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

### **SPECIFIC EXPECTATIONS**

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

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

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

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

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

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

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

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

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

### **5. Destination Pōneke plan**

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

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

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

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

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

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

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

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

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

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

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

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

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

**10. Partner with Council, the Stadium, and Basin Reserve to design a strategic venues investment framework that will enable Council to make more informed decisions around the investment options for the city's entertainment/performance venues**

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

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

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

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

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

#### **12. Transitioning to a zero carbon economy**

One of the five Strategic Objectives in the REDP is to support a transition to a zero carbon economy and responsibly manage our natural resources for future generations. The regional economy will need to be supported to not only manage this transition but to explore and support the opportunities that emerge from a transition.

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

#### **13. Managing our natural resources**

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

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

#### **14. Māori Economic Development**

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

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

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

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

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

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

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





**ALIGNMENT WITH THE COUNCIL'S STRATEGIC DIRECTION**

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

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

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

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



## 6. PERFORMANCE METRICS

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

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

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

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

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

### KEY HEADLINE PERFORMANCE INDICATORS

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

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

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

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

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

#### INDIRECT MEASURES OF IMPACT

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

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

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

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

#### NOTES AND SOURCES

##### DIRECT MEASURES

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

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

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

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

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

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

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

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

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

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

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

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

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

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



## INDIRECT MEASURES

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

## 7. FINANCIAL SUMMARY

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

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

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

Notes:

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

## 8. RISKS TO KPI ACHIEVEMENT

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

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

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

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

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

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



## 9. APPENDICES

### APPENDIX ONE: PROGRAMME OF ACTIVITY

#### PLACEMAKING

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

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

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

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



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

**JOBS FOR THE FUTURE**

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

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

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

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

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

#### COLLABORATION AND ENGAGEMENT

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

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

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

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

WellingtonNZ is a Council Controlled Organisation as defined by the Local Government Act 2002. WellingtonNZ is owned 80% by the Wellington City Council and 20% by the Greater Wellington Regional Council.

### **GOVERNANCE BOARD**

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

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

### **SHAREHOLDER GOVERNANCE**

#### **REPORTING**

By 1 March in each year WellingtonNZ will deliver to the Shareholders its draft Statement of Intent for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64 (1) of the Local Government Act 2002.

Having considered any comments from our Shareholders that are received by 30 April, the Board will deliver the completed SOI to the Shareholders on or before 30 June each year.

By 31 October and 30 April each year, WellingtonNZ will provide to the Shareholders a quarterly report. The quarterly report will include WellingtonNZ's commentary on operations for the relevant quarter and a comparison of WREDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.

By the end of February each year, WellingtonNZ will provide to the Shareholders a Half Yearly Report complying with Section 66 of the Local Government Act 2002.

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

**ACCOUNTING POLICIES**

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





# Statement of Intent 2023-2024 Karori Sanctuary Trust

Presented to the Environment Committee  
pursuant to Schedule 8 of the Local Government Act (2002)

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## Foreword

This Statement of Intent (SOI) outlines the intentions and Key Performance Indicators (KPIs) for the Karori Sanctuary Trust (trading as Zealandia) for the next three years. This SOI responds to the Wellington City Council's (Council's) Statement of Expectations for 2023-2026.

### Tēna koutou.

Zealandia Te Māra a Tāne continues to be a leader in delivering on Council's strategic goal to be a sustainable, climate friendly eco capital. These coming years offer an opportunity for our organisation to not only continue to transform Wellingtonian's experiences of nature, but to also solidify our city's national and international standing as place that generates transformational environmental change. Wellington natural landscape provides an aspirational example for other cities because of Zealandia Te Māra a Tāne—our organisation inspires change through research, education, and novel environmental initiatives.

Through 2023-26, partnerships with mana whenua and tangata whenua continue to be central to our strategy. Our aspirational goal of being exceptional Te Tiriti o Waitangi partners will be expressed through the way in which we carry out our day-to-day work for Te Taiao, both in the sanctuary and beyond. This will provide an important avenue for realising the goals of Tūpiki Ora and Tākai Here for our city.

Zealandia has responded well to the initial recovery of international tourism, and this remains an important part of our near future. Throughout the Covid-19 pandemic we have focused on caring for our people and our partners. This has served us well and enabled our organisation to respond rapidly to re-emerging opportunities. Looking forward, as New Zealand's top urban nature destination we will continue to complement the other offers in our culturally rich city and will lend support to key initiatives such as Tākina--our unique regenerative tourism offer is sought after internationally, and we are looking forward to continuing to inspire others and showcasing the incredible natural environment of Aotearoa New Zealand.

This coming year will see continued best practice in governance from the Karori Sanctuary Trust. This will involve continued improvement in sustainability throughout our organisation—from our governance through to our day-to-day operations.

Zealandia is heading into 2023/24 with a strong balance sheet. At the end of 2021/22, our operating working capital balance was \$4.8 million including \$2.4 million of commitments for our Tanglewood House build and other capital commitments. The balance (which includes a Strategic Tourism Assets Protection loan) was the working capital reserve agreed with the Board to cover potential future budget deficits.

Our 20-year strategy document, *Living with Nature: Tiaki Taiao, Tiaki Taonga – our strategy for 2016-2035*, remains the touch-stone document for all our work.

Phillip Meyer  
Chairman, Karori Sanctuary Trust

Dr Danielle Shanahan  
Chief Executive, Karori Sanctuary Trust

**1. Our shared vision for Wellington Te Whānganui a Tāra**

**Our Purpose | Te Kuku Tauākī**

*We connect people with our unique natural heritage and inspire actions that transform how people live with nature in cities, towns and beyond.*

**Our place in transformation | He Wāhi ahurei**

*Zealandia Te Māra a Tāne will be a place that transforms biodiversity, people and knowledge, and through this transforms our capacity for living with nature.*

Because of Zealandia Te Māra a Tāne, Wellington’s children can now experience an urban dawn chorus of birds unlike that heard in any other city across Aotearoa, and indeed much of the world. This is our new normal—in effect, we are reversing the ‘extinction of experience of nature’ in our city.

Our 20-year strategy, **Living with Nature: Tiaki Taiao, Tiaki Taonga** – our strategy for 2016-2035, outlines four pillars for Zealandia’s work:



## The Sustainable Development Goals

Zealandia’s work aligns with and delivers on the Sustainable Development Goals across multiple areas of work, identified below.

<b>4</b> QUALITY EDUCATION 	<p>Target 4.7 – Education for sustainable development and global citizenship</p>
<b>6</b> CLEAN WATER AND SANITATION 	<p>Target 6.3 - Improve water quality by reducing pollution          Target 6.6 - Protect and restore water-related ecosystems</p>
<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	<p>Target 8.9 – Promote beneficial and sustainable tourism</p>
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<p>Target 11.4 – Protect the World’s cultural and natural heritage</p>
<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 	<p>Target 12.8 - Promote universal understanding of sustainable lifestyles in harmony with nature</p>
<b>15</b> LIFE ON LAND 	<p>Target 15.5 – Protect biodiversity and natural habitats          Target 15.8 – Prevent invasive alien species on land and in water ecosystems</p>

## Our places, projects and partners

**Zealandia Te Māra a Tāne, the sanctuary valley.** We care for our fenced sanctuary, Te Māra a Tāne. We actively restore the valley to realise a 500-year vision of restoration. Our learning, engagement and research activities within the sanctuary support others to gain inspiration from this incredible place.

**Sanctuary to Sea, Kia Mouriora te Kaiwharawhara.** Zealandia Te Māra a Tāne sits at the headwaters of the Kaiwharawhara catchment, a place that is particularly special to mana whenua, as well as many other Wellingtonians. Alongside mana whenua we lead this project that brings our community and partners together under a common 100-year vision, that the lifeforce of the Kaiwharawhara is healed—Kia Mouriora te Kaiwharawhara.

**Outreach, networking, and research—Wellington, New Zealand and beyond.** Te Māra a Tāne and Sanctuary to Sea provide us with opportunities to learn and test new models for working with our environment and people. We share what we learn through our own channels and with our partners. We work directly with communities and schools across Wellington to help them realise aspirations for nature at their place. We are supporting the revitalisation of mātauranga and building and contributing knowledge to western science through conservation management and research.

## **2. The Strategic Partnership between the Karori Sanctuary Trust and Wellington City Council**

Wellington City Council (Council) is a key strategic partner, funder, and landlord of the Karori Sanctuary Trust. Zealandia Te Māra a Tāne continues to play a pivotal role in shaping the nature-rich character of Wellington, and in fostering a love of nature among our city’s residents. This is central to achieving a ‘sustainable, climate friendly eco capital’ (Council 2021-31 Long Term Plan).

This section directly addresses the specific expectations and the alignment with strategic direction laid out in Council’s Statement of Expectations for 2023-24 to 2025-26.

### **2.2 Response to specific expectations**

<b>Expectation</b>	<b>Response</b>
Council expects that the Trust will provide an update on the development of Tanglewood House, acknowledging Council’s contribution toward this project.	The Tanglewood House build is now well underway and expected to be completed in early 2024. The Trust will keep Council updated on the progress of this project. We continue to pay close attention to managing our working capital as this enables us to manage future financial risk in these uncertain times, while also investing in our infrastructure.
Council will continue to work actively with the Trust to develop Asset Management Maturity which will clearly define clear roles and responsibilities between the entities. One of the principal objectives is to create a common understanding with regards to the funding of operational and infrastructure assets and will outline a practical approach to the ongoing management and maintenance for the development of the 23/24 Annual Plan, and the development of a comprehensive Asset Management Plan that will feed into the 2024-34 Long Term Plan.	The Trust is committed to working with Council on a comprehensive Asset Management Plan that defines roles and responsibilities between the organisations. This will enhance Zealandia Te Māra a Tāne day-to-day operations.

### **2.3 Tūpiki Ora and Takai Here**

*Kia mauri ora te taiao, kia mauri ora te whānau, kia mauri ora te ao Māori.*

Zealandia Te Māra a Tāne is committed to upholding the principles and strategies of Tūpiki Ora and will continue to play an important role in realising its outcomes.

Te ao Māori gives a unique and globally sought-after perspective on the world. As an organisation that cares for te taiao, Zealandia Te Māra a Tāne consciously, collaboratively, and continuously strives to honour expressions of te ao Māori that include tikanga, te reo and mātauranga throughout the sanctuary's governance, operations, projects, and programmes—these are guided by our relationships with mana whenua and tangata whenua. Zealandia is committed to upholding the mana and mouri of Te Tiriti o Waitangi.

#### ***Te whakatairanga i te ao Māori / Tiakina te Taiao***

Zealandia's partnership with mana whenua Te Ātiawa, Taranaki Whānui and Ngāti Toa Rangatira is currently most prominent through our conservation and restoration work. Our organisation now shapes many of our priorities around species and projects of special interest to our iwi partners and actively supports their aspirations in a genuine, responsive way. We aim to be leaders in demonstrating how a non-government organisation with western foundations can partner meaningfully, and effectively. This work has become part of our core business and is funded through our BAU.

Key actions looking forward include:

- Continued development of a mana whenua led cultural materials plan that looks towards the role of Zealandia Te Māra a Tāne in supporting Māori to express kaitiakitanga at Zealandia Te Māra a Tāne.
- Supporting, and where required leading, priorities that have been identified by mana whenua for our local environment, particularly through our catchment project Sanctuary to Sea Kia Mouriora te Kaiwharawhara.
- Focus engagement efforts on whanau throughout conservation and restoration activities.

#### ***Te whakapakari pūmanawa / He whanau toiroa***

Over the coming years a priority focus of our external engagement efforts is building our relationships and connections with tangata whenua and mana whenua. This of course occurs through our conservation and restoration work, but also includes the design and development of a learning programme to reflect Kura Kaupapa and rangatahi Māori needs and increasing the visibility of te ao Māori through our tours and other engagement work.

As an organisation with around 130 staff, 500 volunteers, and 18,000 members we believe we have a key role to play in showcasing how Te Tiriti o Waitangi partnerships are transforming the Wellington and Aotearoa New Zealand landscape. This will help shape the capabilities and willingness of our community, and in turn provide an environment for further partnerships to thrive.

Our priorities in these areas include:

- Further development of a learning programme that reflects the needs of Kura Kaupapa and rangatahi Māori.
- Delivering events during the year with Te Ao Māori and/or te reo Māori focus, including Mātariki and Te Wiki o te Reo Māori.
- Supporting all our team members to undertake Te Tiriti o Waitangi and/or te ao Māori and te reo Māori training as a priority, with an access to Council simple training modules and internal Zealandia offers supporting this.
- Ensure te reo Māori has equal standing through our refreshed communications and signage.
- Work alongside Council to facilitate a forum for Iwi leadership to connect with Zealandia Te Māra a Tāne activities and strategy, and provide feedback and direction.
- Build additional Māori representation and input into our governance through an advisory group to the Board.

## 2.4 Alignment with other areas of strategic direction

Strategic area	Alignment and priority
<p><b>LTP 2021-31 outcomes:</b></p> <p>Environmental: A sustainable, climate friendly eco city</p> <p>Cultural: An innovative, inclusive, creative city.</p> <p>Social: A people friendly, compact, safe, and accessible city.</p>	<p>The sanctuary is a biodiversity hotspot, and our primary purpose is to care for and further progress restoration of this national treasure alongside our mana whenua partners. Our impact beyond the fence particularly through Sanctuary to Sea Kia Mouriora te Kaiwharawhara and our research inspires action, generating social and cultural capital for our city. We are responsible for creating opportunities to openly express, preserve and enjoy arts, culture, and heritage'. Our engagement work is inclusive, shaped holistically with the community.</p> <p><i>This area remains the highest priority for Zealandia Te Māra a Tāne.</i></p>
<p>The implementation of Te Atakura: First to Zero</p> <ol style="list-style-type: none"> <li>1. Support the strategic goal of a more than halving in city carbon emissions in the next eight years</li> <li>2. Support the zero-carbon and zero-waste aspirations of the City and Council</li> <li>3. Incorporate climate change impacts and risks into your strategic planning</li> </ol>	<p>Zealandia provides a significant carbon sink for our city. Our organisation has been awarded the Qualmark Gold and the Toitū Envirocare carboNZero accreditation.</p> <p>An across-organisation group (the Green Team) monitors Zealandia's sustainability practices and suggests and implements new approaches wherever practicable.</p> <p>We are actively planning how we can adapt to the unavoidable effects of climate change. At this stage this primarily focuses on unexpected effects on species and ecosystems, with weather-related changes over the last five years reinforcing the need for ongoing reduction of threats to the sanctuary. Our business planning is including consideration of long-term implications for tourism and associated funding streams.</p> <p>The Karori Sanctuary Trust is continuing to build sustainability into our practices and governance approaches. This includes identifying our specific alignment with the Sustainable Development Goals as seen in this SOI, incorporating climate related risks into our risk register and operations, and exploring opportunities for full-carbon accounting for the organisation.</p> <p><i>This area is a high priority for Zealandia Te Māra a Tāne.</i></p>
<p>Aho Tini 2030 – Arts, Culture and Creativity Strategy</p> <p>Specific request from CCOs:</p> <ul style="list-style-type: none"> <li>- explore making spaces within their facility outside of regular programming more accessible for artists (for workshop or teaching, writing, crafting, making or performance) through liaison with our creative spaces team at Creative Capital (Aho Whenua)</li> <li>- identify opportunities to collaborate with artists, including Māori artists and those from diverse backgrounds, through liaison with our team at Creative Capital (Aho Mahi)</li> </ul>	<p>Our organisation has connected with the team at Creative Capital to further opportunities in these areas. Zealandia has connected with other arts sector organisations also, and this enables us to facilitate the expression of art through the sanctuary itself and affiliated projects (e.g. Sanctuary to Sea Kia Mouriora te Kaiwharawhara).</p> <p>We continue to promote local artists' nature-based work through our exhibition Te Māra Toi.</p> <p><i>This area is a medium level priority for Zealandia Te Māra a Tāne.</i></p>
<p>Strategy for Children and Young People:</p> <ul style="list-style-type: none"> <li>- Hauora;</li> <li>- You Belong</li> </ul>	<p>Zealandia Te Māra a Tāne is a recreational resource for people of all ages. This year, our public programmes and engagement efforts will</p>



Strategic area	Alignment and priority
<ul style="list-style-type: none"> <li>- Pathways.</li> </ul>	<p>have a significant focus on families, benefitting the hauora and feelings of inclusion of Wellington youth.</p> <p>Our learning programmes directly support youth pathways to life-long learning, as well as hauora. This includes school and youth organisation visits, and our Nature at Your Place programme which is a specifically designed and funded programme for low decile schools. Our bespoke Rāngai Rangatahi programme is a special offer for early to late teens.</p> <p><i>This area is a high priority for Zealandia Te Māra a Tāne.</i></p>
<p>Economic Wellbeing Strategy</p> <p>Key areas of focus for Zealandia:</p> <ol style="list-style-type: none"> <li>1. Sustainable business and career pathways Wellingtonians have equal opportunities to find meaningful, paid and inclusive work</li> <li>2. Transitioning to a zero-carbon circular economy We aim to be regenerative by design</li> <li>4. Centre of creativity and design Wellington is the centre for Aotearoa New Zealand for creativity and innovation</li> <li>6. Dynamic city heart, thriving centres</li> </ol>	<p>Zealandia is an international exemplar of urban regeneration. Because of Zealandia, Wellington is one of the only cities in the world where bird biodiversity is on the rise. This creates thriving suburban centres and enriches the lives of our citizens, while also inspiring those who visit.</p> <p>Zealandia’s regenerative tourism offer is a significant contributor to our city’s GDP. Looking forward, we will partner with Tākina among other organisations to promote our message to all visitors, and in doing so inspire change internationally while also ensuring a sustainable business model.</p> <p>Zealandia continues to be the leading non-government employer in the environmental sector in Wellington.</p> <p><i>This area is a high priority for Zealandia Te Māra a Tāne.</i></p>
<p>Accessible Wellington</p> <p>Specific request from CCOs:</p> <ul style="list-style-type: none"> <li>- Consider Rainbow inclusivity initiatives in their business.</li> </ul>	<p>Zealandia is committed to ensuring all Wellingtonians have access to the places we care for and feel welcome through our diverse programme of offerings and inclusive approach to employment. Our focus is primarily on Māori and families, and looking forward we are eager to explore internal opportunities for our staff team to ensure Rainbow Inclusivity. We are committed to connecting with the Rainbow Advisory Group to support this.</p> <p><i>This area is a high priority for Zealandia Te Māra a Tāne in the communities of focus.</i></p>

## 2.5 Zealandia's expectations of the strategic relationship

The Statement of Expectation invites comment on what our organisation expects of the strategic relationship with Council.

Beyond those enduring expectations which we note are two-way, our specific expectations include:

- Continued inclusion of Zealandia leadership in strategic discussions for our city.
- Recognition and celebration of the point of difference that Zealandia Te Māra a Tāne provides for our capital city across Council business areas.
- Review of funding arrangements through the LTP process.
- Rapid response to facilities repairs and maintenance for Council owned assets. We would like to work towards an arrangement where Zealandia manages the assets to expediate response times.

- Sharing of People, Capability and Culture and other resources where possible for Zealandia staff and volunteers to assist us in meeting minimum standards; for example, access to Te Tiriti o Waitangi training modules.

### 3. The nature and scope of our activities in 2023/24 and beyond

Over the next financial year Zealandia’s activities will cut across three main domains; conservation and restoration; learning, engagement and research; and our foundations. Within these areas we will have highly targeted impact for Wellington and Aotearoa New Zealand.

The following sections set-out our scope of business and KPIs for our organisation. The scorecard (section 5) provides a summary of the KPIS for 2023/24.

#### 3.1 Conservation and restoration | He Wāhi Taonga

Living with Nature strategy areas:

- Restoring Te Māra a Tāne and its extending halo of biodiversity.
- Inspiring change through example and shared passion for action.
- Embracing Mātauranga Māori and other knowledge frameworks.
- Forming strong and enduring local, national, and international partnerships based on shared goals.

##### Our five year goals (2022-2027). We will:

- have taken significant steps towards the creation of a resilient, thriving sanctuary ecosystem through implementation of the Zealandia Te Māra a Tāne Conservation and Restoration Strategy.
- be demonstrating how conservation and restoration can be done in a way that is collaborative, respectful, and founded on Te Tiriti o Waitangi with our mana whenua partners.
- be recognised leaders in conservation locally, nationally and across the world through our research, leading-edge socio-ecological programmes, and by sharing stories of impact.



**A PLACE THAT TREASURES  
HE WĀHI TAONGA**



**A PLACE FOR LEARNING  
HE WĀHI MĀTAURANGA**

##### Priority actions for 2023/24:

- We will continue the development of a cultural materials plan, taking the lead from mana whenua.
- We will continue planning and implementation of a leading-edge exotic tree removal plan, significantly progressing the restoration of the sanctuary.
- Our species and ecosystem management will incorporate consideration and planning for the effects of climate change.
- The Sanctuary to Sea Kia Mouriora te Kaiwharawhara project will continue its focus in three areas, including Every Business Restoring Nature (a programme to engage businesses in environmental action), mana whenua partnerships, and the estuary development.

### 3.2 Learning, engagement, and research | Te Taiao: He Ao Āmua

#### Living with Nature strategy areas:

- Creating inspiring, accessible experiences.
- Being a hub where people of all ages can learn, actively participate, create new knowledge, and share their insights and understanding.
- Equipping people with experience and skills for a nature-rich future.
- Inspiring change through leadership and shared passion for action.



A PLACE FOR LEARNING  
HE WĀHI MĀTAURANGA

#### Our five year goals (2022-2027). We will:

- have enabled Wellingtonians, New Zealanders and international guests to visit and connect with Te Māra a Tāne, the sanctuary, in a range of meaningful ways.
- have a strong digital presence to engage and inspire audiences from across Aotearoa New Zealand and the world.
- have a learning programme with national impact, including through digital platforms.
- have strong connections with corporate partners across Wellington.
- have made Wellington the place people want to come to study and research conservation, alongside our partners Te Herenga Waka Victoria University of Wellington (VUW).



A PLACE THAT EMPOWERS  
HE WĀHI WHAKAMANA



A PLACE THAT ENGAGES  
HE WĀHI HUIHUINGA

#### Priority actions for 2023/24:

- Identify opportunities to collaborate on activities to make Zealandia more accessible for artists.
- Grow the reflection of te ao Māori, te reo Māori, and Māori stories where appropriate through our learning, engagement, and tours work.
- Enhance our messaging and improve engagement of members to foster environmental action beyond the fence.
- Develop and implement a plan for growth in our digital engagement capabilities.
- Deliver on key research projects with national and international relevance and grow our partnership with VUW.

### 3.3 Our foundations | Ngā Tumu

#### Living with Nature Strategy areas:

- Build our organisation's capacity to drive transformation.
- Embrace Mātauranga Māori and other knowledge frameworks.



A PLACE THAT TREASURES  
HE WĀHI TAONGA

#### Our five-year goals (2022-2027). We will:

- Be leaders in sustainable business practice. We will have the capability to measure our CO2 emissions in full.
- Have maintained a healthy and safe workplace.
- Retained a good culture at Zealandia by encouraging positive attitudes and actions.
- Have a vibrant and diverse staff and volunteer workforce supported by fit-for-purpose facilities and development opportunities.
- Continue to demonstrate best practice Governance and management.
- Have diversified revenue streams to support our growing impact.

#### Priority actions for 2023/24:

- Focus on growth in our functions business and fundraising through partnerships.

- Complete Tanglewood House.
- Grow our unallocated working capital where possible.
- Identify and implement opportunities to carry out full cost carbon accounting.
- Review and improve back-end systems, including a new CRM, to support business growth and engagement.

#### 4. Performance Measurements

##### 4.1 KPI Scorecard 2023/24

Below is a summary of the KPIs for Zealandia Te Māra a Tāne for 2023/24. The projection for these KPIs is out to 2026 is unpacked further in sections 5.2, 5.3 and 5.4.

Conservation and restoration	Learning, engagement and research	Our foundations
<p>80% of the bird community is native</p> <p>One fauna or flora species transferred into or out of the sanctuary, or 'topped up'.</p> <p>100% pest animal incursions successfully eradicated, or under active response.</p> <p>Mouse index is maintained to low levels (&lt;10/100 corrected trap nights).</p>	<p>A visitor satisfaction rating of 95% or greater.</p> <p>100,000 separate visitations for the year (July-June).</p> <p>4,000 education engagements.</p> <p>16,500 members from across Aotearoa New Zealand.</p>	<p>Tanglewood House has been completed.</p> <p>80% of volunteers are satisfied with their relationship with Zealandia.</p> <p>Revenues (excluding the Council grant) equate to &gt;75% of overall income.</p> <p>Membership subscriptions of \$400,000.</p> <p>Average Council subsidy per visitor of no more than \$12.00.</p> <p>Average revenue per visitor of no less than \$27.00</p> <p>Non-Council donations/funding of \$200,000.</p>

#### 4.2 Non-financial Performance Measures

Measure	2022/23 forecast	2023/24	2024/25	2025/26
Visitation	90,000	100,000	110,000	110,000
Members (Individuals)	16,000	16,500	17,000	17,500
Volunteers	>500	>500	>500	>500
Percentage of Satisfied Visitors	>95% <sup>1</sup>	>95%	>95%	>95%

<sup>1</sup>The measure is in line with standard sector benchmarking.

Measure	2022/23 forecast	Q1	Q2	Q3	Q4	2023/24	2024/25	2025/26
Visitation	90,000	14,000	31,000	37,000	18,000	100,000	110,000	110,000
Education visits <sup>2</sup>	4,000	1,000	1,000	1,000	1,000	4,000	4,000	4,000

<sup>2</sup> (schools, tertiary, early childhood, school holiday programme, and outreach).

#### Financial Performance Measures

Measure	2022/23 Forecast	2023/24	2024/25	2025/26
Average subsidy per visit (total Council operating grant/all visitors)	\$12.47	\$11.56	\$10.82	\$11.15
Average revenue per visit (excludes Council & Government grants)	\$27.55	\$28.38	\$29.23	\$30.10
Non-Council donations/funding	\$200,000	\$200,000	\$200,000	\$200,000

### 4.3 Conservation Measures

Note, the measures provided in this SOI reflect the Zealandia Te Māra a Tāne conservation and restoration strategy 2018-2038. These build on and extend previous work to further conservation outcomes within Zealandia and beyond.

Measure	2022/23 forecast	2023/24	2024/25	2026/27	Explanation
<b>Manawaroa. We actively restore ecosystem function to foster resilience</b>					
Number of fauna or flora species transferred into or out of the sanctuary, or 'topped up'.	1	1	1	1	This indicates active effort to enhance biodiversity outcomes inside Zealandia and beyond. Transfers over the coming years are likely to include the release of Wellington barking gecko, a top up of tīeke, and propagation of <i>Dactylanthus</i> and dwarf mistletoe plants.
Percentage of the bird community that is native.	90%+	80%	80%	80%	This is an indicator of the proportion of our bird community that is indigenous and is measured through annual 5-minute bird counts. The target is to maintain the level at or above 80%.
We have progressed forward on one or more wedge of Zealandia's ecosystem recovery wheel.	N/A	N/A	1	N/A	This is examined once every five years, and measures Zealandia's overall progress on restoration objectives.
<b>Kaitiakitanga. We look after what we have alongside our many partners.</b>					
Mouse index is 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, or under active response.	100%	100%	100%	100%	The goal is to actively and responsively control incursions if they occur. The target reflects the uncertainty involved in the outcomes of these responses, and the commitment to continue the response until eradication has occurred.

## **5. The Karori Sanctuary Trust Board's Approach to Governance**

### **5.1 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 2023.

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.

An independent review of the governance structure of the Karori Sanctuary Trust was undertaken in 2022, and the outcome of this has ensured Zealandia continues to meet current best practice in line with Council's Statement of Expectations. This review included legal advice that the new version of the Trust Deed is fit for purpose, modern and in line with all current legislation.

### **5.2 The relationship with Wellington City Council**

The Trust reports quarterly to the Council through the Kōrau Tōtōpū Long-term Plan, Finance and Performance Committee of the Council the agreed measures, which will include a written quarterly report, Statement of Financial Performance, Statement of Financial Position and Cash Flow Statement.

The Trust's audited accounts for 2022/23 will be presented to the Council by end November 2023, or earlier if possible. This later than usual date is advised due to constraints in the audit profession's resources which have been widely publicised in the media. The Trust will continue to recognise Council as a principal funder and a strategic partner.

### **5.3 Enduring expectations**

#### **No Surprises**

Zealandia Te Māra a Tāne is committed to the continuing No Surprises policy with Council in relation to items of public interest or matters of significance.

#### **Relationships**

Over the last year Zealandia's relationship with Council has continued to grow in richness, and we have had remarkable opportunities to participate in strategy and forward thinking for our city. This has helped

ensure our own strategies align with Council priorities. We are looking forward to continuing a close involvement in the Annual Plan and the Long-Term Plan process.

#### **Legislation and Compliance**

Zealandia maintains a high standard of compliance and awareness across all areas of legislation relevant to our operations.

The Trust has robust health, safety and wellbeing 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:

- Incidents and hazards are recorded online, and this reporting allows mitigations to be applied in a timely manner.
- Incident reports are reviewed regularly and our updated procedures of sign-off ensures the officers are satisfied with the investigations and outcomes is working well.
- The Chief Executive continues to be a member of the “Business Leaders Health and Safety Forum” and uses this to inform and keep abreast of good 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 always deal with first responder medical and emergency situations throughout the site.
- We continue to maintain an Employee Support Programme through Benestar which provides free and confidential support to all employees.
- Our three-monthly health and safety dashboard provides our Board an important view of data trends year-on-year.

We will continue to:

- evolve our policies and processes as WorkSafe publishes new guidelines and requirements become clearer.
- foster a collaborative and proactive approach to health, safety, and wellbeing within the organisation and with our partners.
- identify and organise ongoing training to reach or exceed best practice levels in all areas.

#### **Governance**

The Karori Sanctuary Trust has demonstrated exceptional governance and has several areas of strength highlighted in an external review that was undertaken in 2022/23. The Board maintains a skills matrix which includes Te Ao Māori, and this is set out in section 05. As per the Council expectation, a performance review of the Board has been undertaken.

The Chair and the Board 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.

### Risk Management

Organisational risks are reviewed formally quarterly by both management and the Trust Board. This process ensures they remain current, documented, and responsive to a changing environment. Zealandia will continue to inform Council of significant risks that affect the Council or the wider group. Risks are further covered in section 6.

### Living Wage

Zealandia continues to pay at least Living Wage to all staff.

## 5.4 Board Membership

The Trustees of the Karori Sanctuary Trust are:

Trustee	Term Expires
<b>Phillip Meyer</b> (Chairman), appointed by the Council	December 2023
<b>Pete Monk</b> , appointed by the Council	December 2024
<b>Professor Margaret Hyland</b> , appointed by the Council	December 2025
<b>Russell Spratt</b> , appointed by the Council	December 2023
<b>Jo Breese</b> , appointed by the Council	December 2024
<b>Dr Libby Harrison</b> , appointed by the Council	December 2025

- The Deed of Variation of Trust signed in April 2023 outlines the role of the Trustees. All Trustees may receive an honorarium.
- The Trust Board shall meet no less frequently than quarterly.
- The Chief Executive attends all meetings accompanied by their management team as required.
- The Board has an Audit and Risk Committee to assist the Board in reviewing risk tolerance and control, the scope and outcome of the audit and checking appropriate internal controls are in place. Members of the Audit and Risk Committee for the 2023 calendar year are Pete Monk (Chair), Libby Harrison (Trustee), Phillip Meyer (ex-officio), and Matthew Valentine (independent member).
- The Board also has a People, Capability and Culture Committee who consider remuneration, policies, and people management. Members of the People, Capability and Culture Committee for the 2023 calendar year are, Jo Breese (Chair), Russell Spratt (Trustee), Prof Margaret Hyland, and Phillip Meyer (ex-officio).
- The Board and committee charters are reviewed annually.
- The Board may choose to set-up any new committees or advisory groups 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 2023/24 year and may from time to time contribute to working groups established by the Chief Executive.

### 5.5 Board Skills Matrix

The Board skills matrix below outlines trustees' key skills that are considered essential in the delivery of our strategic objectives. Consideration is given to any skills gap when there is a vacancy on the Board. The matrix will be reviewed annually.

Key skill	Phillip Meyer (Chairman)	Pete Monk	Margaret Hyland	Russell Spratt	Jo Breese	Dr Libby Harrison
Research and conservation			✓	✓	✓	✓
Financial	✓	✓		✓		
Information technology	✓	✓	✓			
Strategy development	✓	✓	✓	✓	✓	✓
Marketing	✓	✓		✓	✓	
Legal/regulatory	✓				✓	✓
Corporate governance	✓	✓	✓	✓	✓	✓
Ambassadorial	✓			✓	✓	✓
Risk management	✓	✓	✓	✓		✓
Fundraising	✓			✓	✓	✓
Mātauranga Māori/te ao Māori				✓	✓	
Cultural alignment	✓	✓	✓	✓	✓	✓

### 5.6 Annual General Meeting

The Trust holds an Annual General Meeting (AGM) each year for members to discuss the annual report and financial statements and hear from the team activities for the coming year. The AGM for 2023 will be held in November.

## 6. 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, Motor Vehicle, Combined Liability (Public, Employer, Statutory, Crime, Employers Disputes, Cyber and Trustee) and Marine Hull.

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, as required. 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).

The current framework employs a risk matrix indicated below, with likelihood and consequence tables providing a greater degree of clarity in line with current best practice.

Probability of Risk	Impact of Risk				
	Minor	Moderate	Significant	Major	Severe
Almost Certain	Low	Medium	High	Very High	Very High
Likely	Low	Medium	High	Very High	Very High
Possible	Low	Medium	Medium	High	Very High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium

The Zealandia risk register is updated and reviewed by the Audit and Risk Committee as part of our planning cycle and is available to Council to view on request.

For the coming years key risks are identified in the table on the following pages.

#	Date raised	Risk (risk owner)	Potential consequence	Probability rating	Impact rating	Overall rating	Control System/Mitigation Strategies	Contingent action	Progress on actions	Residual Risk (2023)	Status
1	2022	Large number of staff forced to isolate due to pandemic (all business areas)	Areas of business have lower levels of service.	Likely	Significant	Medium	Follow all Government policies and recommendations to reduce chance of transmission and risks to staff. When Covid is prevalent consider allocating teams into staggered working groups to avoid whole parts of the business becoming affected. Teams provided with best PPE options available to prevent Covid-19 transmission.	Maintain an action plan, including communications, if areas of business are forced to close.	All actions implemented and current.	Medium (pandemic now at lower levels in NZ)	Stable.
2	2020	Inadequate responses to Covid—19 Government policies and recommendations (CE, Corporate Services)	Zealandia people exposed to Covid-19 in the workplace. Reputation risk.	Possible	Moderate	Medium	Detailed review of government alert level measures occurs as announcements are made. Clear communications to staff and other Zealandia people as changes are made. Ensuring all our operations and PPE provided to staff fully comply with best practice. Documentation maintained as transitions occur.	Identify areas of non-compliance rapidly and put in place remedies as soon as possible.	All actions implemented and current.	Low	Declining.
3	2017	Short-term (within year) pandemic response has an adverse impact on visitation and revenue. (Enterprises)	Adverse result in budget	Possible	Significant	High	Budget control; regular reviews; quarterly reforecasting of end of year result. Expenditure is controlled in response to any income reduction. Financial delegation rules are monitored closely. Key enterprise indicators (particularly revenue) are tracked monthly at management meetings. Maintain understanding of tourism predictions from industry partners. Monitor working capital to maintain 3 months of operating funds.	Where year-end forecasts are becoming unfavourable, seek to reduce expenditure immediately; seek new/diversified revenue opportunities; identify ability of working capital to absorb the impact.	All actions implemented and current. Tourism is recovering.	Low	Declining.
4	2022	Longer term (5-year) pandemic impact, recession and effects of	Adverse result in budget, risks to ongoing	Possible	Significant	Medium	Maintain 5-year planning cycles and long-term predictions of revenue streams/capital expenditure.	If required, first action is to adjust annual business plan to meet a	Accounting for sustainability is a new practice for Zealandia and at	Medium	Stable.

#	Date raised	Risk (risk owner)	Potential consequence	Probability rating	Impact rating	Overall rating	Control System/Mitigation Strategies	Contingent action	Progress on actions	Residual Risk (2023)	Status
		climate change have an adverse impact on visitation and revenue. (CE, SMT)	sustainability of the business and progress towards restoration and engagement objectives				Maintaining networks in the tourism industry to understand predicted impacts of the pandemic and climate change on revenue. Diversifying the business, including increasing the focus on memberships, engagement through digital activities, fundraising and corporate partnership. Explore new opportunities for biodiversity credits. Integrate accounting for sustainability into Zealandia BAU. Monitor working capital to maintain 3 months of operating funds.	breakeven bottom line before depreciation.	early stages of implementation. All other actions implemented and ongoing.		
5	2017	Zealandia becomes impacted by a cyber-security breach. (Corporate Services)	Loss of data, access to operating material, loss of ability to operate.	Possible	Major	High	Improvement in IT security and controls through engagement of respected IT firm (Datacom). Addition of two-factor authentication for access to IT systems. Staff regularly reminded to be vigilant regarding risk of cyber-attack, phishing emails and harmful spam identification. Rapid action taken with IT support organisation when breach is detected. Secure platforms always used for payments. Maintain insurance cover for cyber-breach impacts.	Contact IT provider as soon as a breach is detected or suspected. Follow instructions. Identify how business can continue depending on the nature of the breach.	Two factor authentication implementations established for key systems. New CRM soon to be in use with improved security. Firewalls being established for all computers. Better protection for organisational passwords by using digital password managers is in progress. Other actions implemented.	Medium	Stable.
6	2017	Staff fraud (Corporate Services)	Zealandia loses considerable funds or suffers a reputation damage.	Possible	Major	High	Policy and procedures in place that cover delegations, signatures, cash handling etc. Code of Conduct in place. Audit- review annually. All operating transactions are reviewed by budget managers.	As soon as indication of staff fraud detected an investigation should take place. Police involved where necessary.	All actions implemented and current.	Medium	Stable.

#	Date raised	Risk (risk owner)	Potential consequence	Probability rating	Impact rating	Overall rating	Control System/Mitigation Strategies	Contingent action	Progress on actions	Residual Risk (2023)	Status
							Monthly balance sheet reconciliations. Effective procedures and systems of control in place (including separation of duties in high-risk areas). Cash handling procedures regularly reviewed and ensured to be best practice. CCTV installed to include safe. Train finance staff to manage risk.	Train VC staff in best practice.			
7	2017	Health and safety risks that could lead to a negative outcome. (Corporate Services)	Site incident causing minor to severe harm, or death.	Unlikely	Severe	High	A comprehensive health and safety plan is in place and regularly reviewed including a hazard register. Audit process in place. Ensure Zealandia people have access to adequate PPE. H&S KPIs established to encourage early reporting of potential hazards. Hazard Register is in place and regularly reviewed. Clear communication to visitors of safety rules. Clear communication to staff and volunteers of safety rules. Event management processes robust. Staff training programmes in place for tools such as quad bikes and chainsaws. Plan for hazards introduced by new activities. Respond appropriately and with necessary H&S risk assessments to severe weather events or natural disasters, such as storms or earthquakes. Maintain currency of knowledge of climate change influences on severe weather events and fire and remain responsive.	Accidents can happen regardless of protections in place. Ensure first responder training is maintained for duty operations staff, and first aid certificates remain current for relevant staff.	Enhancement of H&S induction process underway, including for volunteers. All actions implemented and or under implementation. Review of H&S processes due every 2 years. Maintain currency of knowledge of climate change effects is critical.	Medium	Stable.
8	2017	A negative culture or bullying or	Negative impacts on	Possible	Major	High	Code of conduct in place. A culture of respect in place.	Where negative wellbeing	Other actions implemented.	Low	Stable.

#	Date raised	Risk (risk owner)	Potential consequence	Probability rating	Impact rating	Overall rating	Control System/Mitigation Strategies	Contingent action	Progress on actions	Residual Risk (2023)	Status
		<p>harassment practices in Zealandia community.</p> <p>A high stress environment caused by external (e.g. climate change, war, pandemic) or internal (e.g. high workloads)</p> <p>(Corporate Services)</p>	<p>wellbeing of Zealandia people.</p> <p>Reduced productivity.</p>				<p>Open and transparent communication by management and Zealandia leadership.</p> <p>EAP available for all staff.</p> <p>Key individuals that staff and volunteers can connect with outside of their line management should they require it.</p> <p>Confidential Health and Safety reporting processes in place.</p> <p>Social club established, recognition and rewards procedure in place, processes in place for recognising exceptional work.</p> <p>PDP process in place to support development, identify long-term goals, and to support staff.</p> <p>Regular team meetings in place to encourage effective communication.</p> <p>Rewards and recognition procedure in place and good engagement with Mental Health Week forms part of annual planning.</p>	<p>outcomes are experienced, Zealandia people will be supported in a way that suits them.</p>			
9	2017	<p>Failure to establish self-sustaining populations of species, lack of progress in restoration (could occur as a result of biosecurity breach, technical challenges, natural disaster, changing climate, new diseases, etc)</p> <p>(Conservation and Restoration)</p>	<p>Inability to realise 500-year vision of restoration</p>	Possible	Major	High	<p>Maintain and follow a comprehensive conservation and restoration strategy and associated plans, including monitoring plans. Modify plans as necessary to reflect changing reality of climate change.</p> <p>Ensure competent oversight of projects, and conservation is prioritised.</p> <p>Maintain the highest standards of biosecurity.</p> <p>Proactively maintain a wide network of experts and partners to assist if needed, and to gain knowledge of new threats such as emerging wildlife diseases.</p>	<p>Maintain an open and transparent communication approach with the community and our mana whenua and tangata whenua partners when adverse outcomes are detected.</p>	<p>All actions implemented and current.</p> <p>We currently have a risk of loss of the hihī population at Zealandia due to a range of challenges including climate change but are taking a proactive approach to communication and connection with mana whenua on this species.</p>	Medium	Stable.

#	Date raised	Risk (risk owner)	Potential consequence	Probability rating	Impact rating	Overall rating	Control System/Mitigation Strategies	Contingent action	Progress on actions	Residual Risk (2023)	Status
							Ensuring there are processes in place to act on internal controls and foresee possible external challenges. Predict future threats to the greatest extent possible, e.g. changing climate and the risks that brings, such as disease risk, range shifts, fire risk. Actively communicate with the community regarding challenges, risks and changes. Maintain financial controls to ensure sustainability of conservation programme. Build the resilience of the eco system by increasing biodiversity and targeting restoration efforts to species that increase resilience.				
10	2017	Major natural disaster such as earthquake, fire, storm (some of these could become more severe with climate change).  (Conservation and Restoration)	Unexpected costs, closure for long periods, significant loss of wildlife, significant loss of infrastructure (e.g. fence, buildings)	Possible	Severe	Very High	Emergency plan in place to deal with natural disaster or similar crisis. Proactively maintain a wide network of experts and partners to assist with biosecurity, fire, or other necessary response. Reduce sources of ignition by maintaining firebreaks and the perimeter around the sanctuary, maintaining the sanctuary as a smoke free environment, and refraining from using power tools in high fire risk areas/times. Staff on quad to carry water source for dousing smoulders. Maintain a stock of fence onsite to respond to a breach of the fence. Ensure all buildings are compliant with earthquake or other regulations. Maintain currency of knowledge regarding local effect of climate change on natural systems.	Business continuity plan developed to deal with specific situation.	Actions current and implemented. Drills still to occur in office buildings.	Medium	Stable



#	Date raised	Risk (risk owner)	Potential consequence	Probability rating	Impact rating	Overall rating	Control System/Mitigation Strategies	Contingent action	Progress on actions	Residual Risk (2023)	Status
							Maintain an awareness of effects of weather patterns on the sanctuary, such as low rain and drooping plants. Drills are carried out regularly. Explore further Incident Management Training for staff.				
11	2023	Slips above or below Lake Road, caused by rain, earthquake or other disturbance  (Infrastructure)	Closure of main access route to sanctuary valley. Disruption to activity and business.	Possible	Significant	Medium	Progressive assessment of risk areas by engineers, retention solutions developed where needed. Closure of areas if higher risk identified. Prevent cars or heavier vehicles from driving on Lake Road. Progress alternative access routes from e.g. George Denton Gate.	Prompt response to slips by operational teams. Public access can be established from pre-fab by George Denton gate if Lake Road was closed for longer periods.	Actions current and implemented. Project to develop alternative access route in initial stages.	Medium	Stable.
12	2017	Sanctuary security breach (e.g. wildlife poaching, eco-terrorism)  (Conservation and Restoration)	Adverse outcomes for species or individuals	Possible	Major	High	Biosecurity protocols maintained for visitors, volunteers and staff including entry checks at the gate. Camera in place at entry/exit for investigative use. Maintain connections with DOC to ensure we receive information about known poachers who may be visiting the area. Proactively maintain a wide network of experts and partners to assist when needed for an eradication or ecotourism threats. Maintain processes to respond in a timely manner. Annual pest and weed control programs are in place. Locations of rare plants are not shared widely to protect these vulnerable species.	Provide police and DOC with information and support for investigations. Communicate with mana whenua partners and other stakeholders promptly. Maintain open and honest communication.	All actions implemented and current.	Low	Stable.

#	Date raised	Risk (risk owner)	Potential consequence	Probability rating	Impact rating	Overall rating	Control System/Mitigation Strategies	Contingent action	Progress on actions	Residual Risk (2023)	Status
13	2017	Negative media or community perspective regarding Zealandia  (External Engagement)	Reputational damage to the Trust	Unlikely	Significant	Low	Ongoing risks identified (as per this table) and monitored regularly. Communication plans in place for major projects. Open and transparent communication with Governance bodies, mana whenua partners, financial partners, and stakeholders. All necessary policies and procedures in place. Quality hiring practices, selection of staff that uphold Zealandia values. A robust long-term strategy in place with wide community buy in. Develop a crisis communication plan.	Respond to criticisms in an open manner. Refine each crisis communication plan to suit the situation.	Crisis communication plan to be developed as required. All other actions implemented and current.	Low	Stable.
14	2022	Tanglewood House costs increase and have an adverse effect on working capital (CE)	Reputational damage to the Trust, building not completed, adverse financial outcomes	Possible	Severe	Very high	Effective project governance in place. Regular monitoring and reforecasting of costs using experts. Budget set and adhered to. Adequate fundraising in place. Use trusted contractors and draw on appropriate expertise.	Anticipate adverse outcomes before they arise. Fundraise as needed. Change plans if required.	All actions implemented and current.	Low	Increasing.
15	2018	Climate change (All business areas)	Impacts on restoration, revenue, people, and other unidentified areas	Likely	Variable, up to severe	Very high	Eliminating contribution of Zealandia as an organisation to climate change by maintaining Carbon Zero or better and developing holistic supply chain calculation of carbon output so it can be accounted for in its entirety. Grow influence to support other businesses in reducing their impacts on climate change. Redeveloping business plans to orient towards low-carbon revenue streams. Planning for impacts across all areas of business.		Requires ongoing attention across all business areas.	High	Increasing.

## 7. Additional Information

### Response to other specific letter of expectation matters (if applicable)

None.

### Ratio of Shareholders' Funds to Total Assets

Please refer to the Balance Sheet included in the accounting policies (Appendix A).

### 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.

### Acquisition Procedures

The Trustees have no intention of subscribing for, purchasing, or otherwise acquiring shares in any other company or any organisation.

### Activities for which the Board seeks Compensation from a Local Authority

Total funding from Wellington City Council in 2021/22 was \$1,486,646 (including living wage and contributions to Tanglewood House). The development of the Trust's three-year rolling business plan anticipates as a baseline the continuation of the current level of funding.

### Estimate of Commercial Value of Shareholders' Investment

Not applicable.

## 8. 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, Karori Sanctuary Trust. The Trust is a charitable trust registered under the Charities Act 2005.

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.

##### *Basis of preparation*

The financial statements are prepared in accordance with Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entities Standards Reduced Disclosure Regime (PBE Standards RDR) and authoritative notices that are applicable to entities that apply PBE standards.

The Trust applies Tier 2 PBE Standards and disclosure concessions. 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.

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, certain other Statement of accounting policies grants (where there is an exchange obligation) and certain 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.

**Financial Instruments**

Financial instruments are comprised of trade and other receivables, cash and cash equivalents, financial assets at fair value through surplus or deficit, trade and other payables and borrowings at fair sale value. The Trust held no derivative financial instruments in the years reported. The subsequent measurement of financial assets depends on their classification at inception.

**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 to allocate the cost of the assets over their useful lives as follows:

Building/Infrastructure	5-100 years
Exhibitions	2-20 years
Leasehold improvements	10-25 years
Predator fence	25-50 years
Fixtures, Plant and Equipment	2-25 years
Vehicles	5-14 years
Other Assets	3-25 years
Computer Software	3 years

#### **vi. Cash and Bank**

Cash and bank include bank balances, funds held at call with financial institutions and other short-term and highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

#### **vii. Accounts and Sundry Receivables**

Accounts receivables are stated at anticipated realisable value after providing against debt where collection is doubtful.

#### **viii. Stock on Hand**

Stock on hand comprise of retail, food, and beverages. They are stated at the lower of cost and net realisable value. Cost is determined on a weighted average cost basis.

#### **ix. 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.

**x. 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 recognised in the surplus or deficit.

**xi. 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.

**xii. 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.

**xiii. Income Tax**

The Trust being a charitable organisation is income tax exempt under the Income Tax Act 2007.

**xiv. 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.

**xv. Changes in accounting policies**

There have been no changes in accounting policies in the year.

Comparative figures have been reclassified where applicable to conform with current year classifications.

**Appendix B: Zealandia Budget for 2023/24**

As in past years, Zealandia will continue to drive revenue and contain costs and will aim to complete the year with a breakeven position before depreciation and tax.

We are working to rebuild our working capital as a priority. This budget reflects expected impacts on discretionary spend in the near term, and an increase in depreciation costs on the completion of Tanglewood House.

Zealandia currently holds a Strategic Tourism Asset Protection Loan that is due for repayment in 2026, but provides a cash buffer against operational downturn.

ZEALANDIA - KARORI SANCTUARY TRUST

Forecast 30-Jun-23	STATEMENT OF COMPREHENSIVE INCOME	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	FYE 30-Jun-24	FYE 30-Jun-25	FYE 30-Jun-26	F24 v F23 +/- %	F25 v F24 +/- %	F26 v F25 +/- %
	<b>Trading Revenue</b>										
1,174,774	Admissions	220,000	275,000	330,000	275,000	1,100,000	1,155,000	1,212,750	-6.4%	5.0%	5.0%
524,656	Membership Subscriptions	115,339	164,770	153,785	115,339	549,232	568,559	599,000	4.7%	3.5%	5.4%
0	Other Operating Revenue					-	-	-	-	-	-
1,806,565	Sales of Goods	310,187	529,143	583,882	401,419	1,824,630	1,915,862	2,011,655	1.0%	5.0%	5.0%
1,081,557	Other trading revenue	185,703	316,788	349,559	240,322	1,092,373	1,146,992	1,204,341	1.0%	5.0%	5.0%
0	<b>Other Operating Revenue</b>					-	-	-	-	-	-
1,122,103	WCC operating grants	370,468	370,468	370,468	370,468	1,481,873	1,270,043	1,315,765	32.1%	-14.3%	3.6%
0	WCC Funding for Tanglewood House					-	-	-	-	-	-
503,945	Sponsorships, grants and donations	149,672	149,672	127,498	127,498	554,340	582,057	611,159	10.0%	5.0%	5.0%
283,257	Other operating income	50,798	86,656	95,621	65,739	298,815	301,803	304,821	5.5%	1.0%	1.0%
0	<b>Non-operating Revenue</b>					-	-	-	-	-	-
0	Sub-lease and other non-operating income					-	-	-	-	-	-
153,671	Interest income	58,500	48,750	43,875	43,875	195,000	198,900	165,750	26.9%	2.0%	-16.7%
6,650,528	<b>Total Revenue</b>	1,460,668	1,941,247	2,054,688	1,639,660	7,096,263	7,139,215	7,425,241	6.7%	0.6%	4.0%
	<b>Operating Expenses (overheads)</b>										
4,046,647	Salaries and wages	1,036,843	1,123,246	1,123,246	1,036,843	4,320,178	4,536,187	4,762,996	6.8%	5.0%	5.0%
792,067	Cost of goods sold	135,998	231,996	255,996	175,997	799,988	839,987	881,986	1.0%	5.0%	5.0%
488,577	Other operating expenses	139,880	162,261	123,095	134,285	559,521	500,331	569,881	14.5%	-10.6%	13.9%
149,000	Trustee expenses	38,750	38,750	38,750	38,750	155,000	161,000	167,000	4.0%	3.9%	3.7%
750,664	Administration costs	142,358	170,829	136,663	119,580	569,430	586,513	604,109	-24.1%	3.0%	3.0%
6,226,954	<b>Total Operating Expenditure</b>	1,493,829	1,727,083	1,677,750	1,505,455	6,404,117	6,624,018	6,985,972	2.8%	3.4%	5.5%
423,574	<b>Net Surplus/(Deficit) before Depreciation and Tax</b>	(33,161)	214,164	376,938	134,205	692,145	515,196	439,268	63.4%	-25.6%	-14.7%
4,000	Interest expense	12,000	12,000	12,000	12,000	48,000	48,000	44,000	1100.0%	-	-8.3%
0	Loss on Visitor Centre transfer to WCC						0	0	-	-	-
346,728	Depreciation	54,084	108,168	162,251	216,335	540,838	694,700	695,083	56.0%	28.4%	0.1%
72,846	<b>Net Surplus/(Deficit)</b>	(99,245)	93,996	202,686	(94,131)	103,307	(227,504)	(299,815)	41.8%	-320.2%	31.8%



**ZEALANDIA - KARORI SANCTUARY TRUST**

Forecast 30-Jun-23	STATEMENT OF FINANCIAL POSITION	As at 30-Sep-23	As at 31-Dec-23	As at 31-Mar-24	As at 30-Jun-24	As at 30-Jun-24	As at 30-Jun-25	As at 30-Jun-26	F24 v F23	F25 v F24	F26 v F25
	<b>Equity</b>										
6,046,258	Trust Funds	6,119,104	6,019,859	6,113,855	6,316,542	6,119,104	6,222,411	5,994,908			
72,846	Current year earnings	(99,245)	93,996	202,686	(94,131)	103,307	(227,504)	(299,815)			
<b>6,119,104</b>	<b>Total Shareholder/Trust Funds</b>	<b>6,019,859</b>	<b>6,113,855</b>	<b>6,316,542</b>	<b>6,222,411</b>	<b>6,222,411</b>	<b>5,994,908</b>	<b>5,695,093</b>			
	<b>Current Assets</b>										
4,331,489	Cash and cash equivalents	3,968,591	2,732,431	3,412,951	3,152,221	3,151,621	3,433,788	1,895,875	(1,179,868)	282,166	(1,537,913)
55,000	Accounts receivable	55,000	55,000	55,000	55,000	55,000	55,000	55,000	0	0	0
49,000	Prepayments	49,000	49,000	49,000	49,000	49,000	49,000	49,000	0	0	0
60,000	Inventory	41,208	35,148	38,784	60,000	60,600	63,630	66,812	600	3,030	3,182
125,558	Other current assets	125,558	125,558	125,558	125,558	125,558	125,558	125,558	0	0	0
<b>4,621,047</b>	<b>Total Current Assets</b>	<b>4,239,357</b>	<b>2,997,137</b>	<b>3,681,293</b>	<b>3,441,779</b>	<b>3,441,779</b>	<b>3,726,976</b>	<b>2,192,244</b>			
	<b>Investments</b>										
	Term deposits - included with cash and cash equivalents above					0	0	0			
0	Other investments	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>Total Investments</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
	<b>Non-current Assets</b>										
3,867,057	Fixed assets	4,531,970	5,529,719	5,390,717	5,197,632	5,197,632	4,732,932	4,267,849	1,330,575	(464,700)	(465,083)
<b>3,867,057</b>	<b>Total Non-current Assets</b>	<b>4,531,970</b>	<b>5,529,719</b>	<b>5,390,717</b>	<b>5,197,632</b>	<b>5,197,632</b>	<b>4,732,932</b>	<b>4,267,849</b>			
<b>8,488,104</b>	<b>Total Assets</b>	<b>8,771,327</b>	<b>8,526,855</b>	<b>9,072,010</b>	<b>8,639,411</b>	<b>8,639,411</b>	<b>8,459,908</b>	<b>6,460,093</b>			
	<b>Current Liabilities</b>										
135,000	Accounts payable	135,000	175,000	135,000	135,000	135,000	135,000	135,000	0	0	0
375,000	Income in advance	745,468	375,000	745,468	375,000	375,000	375,000	375,000	0	0	0
190,000	Employee entitlements	190,000	170,000	170,000	190,000	190,000	190,000	190,000	0	0	0
65,000	Provisions and accruals	65,000	65,000	65,000	65,000	65,000	65,000	65,000	0	0	0
0	Other current liabilities	0	0	0	0	0	1,700,000	0	0	1,700,000	(1,700,000)
<b>765,000</b>	<b>Total Current Liabilities</b>	<b>1,135,468</b>	<b>785,000</b>	<b>1,115,468</b>	<b>765,000</b>	<b>765,000</b>	<b>2,465,000</b>	<b>765,000</b>	<b>0</b>	<b>1,700,000</b>	<b>(1,700,000)</b>
	<b>Non-current Liabilities</b>										
1,604,000	Other non-current liabilities	1,616,000	1,628,000	1,640,000	1,652,000	1,652,000	0	0	48,000	(1,652,000)	0
<b>1,604,000</b>	<b>Total Non-current Liabilities</b>	<b>1,616,000</b>	<b>1,628,000</b>	<b>1,640,000</b>	<b>1,652,000</b>	<b>1,652,000</b>	<b>0</b>	<b>0</b>			
<b>2,369,000</b>	<b>Total Liabilities</b>	<b>2,751,468</b>	<b>2,413,000</b>	<b>2,755,468</b>	<b>2,417,000</b>	<b>2,417,000</b>	<b>2,465,000</b>	<b>765,000</b>			
<b>6,119,104</b>	<b>Net Assets</b>	<b>6,019,859</b>	<b>6,113,855</b>	<b>6,316,542</b>	<b>6,222,411</b>	<b>6,222,411</b>	<b>5,994,908</b>	<b>5,695,093</b>			
<i>check this</i>	<i>Check Net Assets = Shareholders Funds</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>	<i>ok</i>			
0		0	0	0	0	0	0	0			

ZEALANDIA - KARORI SANCTUARY TRUST

Forecast 30-Jun-23	STATEMENT OF CASH FLOWS	Qtr to 30-Sep-23	Qtr to 31-Dec-23	Qtr to 31-Mar-24	Qtr to 30-Jun-24	Total YE 30-Jun-24	Total YE 30-Jun-25	Total YE 30-Jun-26
	<b>Cash Flows From Operating Activities</b>							
	<i>Inflows</i>							
4,533,029	Trading Receipts	831,229	1,285,701	1,417,226	1,032,079	4,566,235	4,786,412	5,027,746
1,122,103	Shareholder grants	740,937		740,937		1,481,873	1,270,043	1,315,765
0	WCC Funding for Centre for Tanglewood House	0	0	0	0	0	0	0
503,945	Sponsorships and donations	149,672	149,672	127,498	127,498	554,340	582,057	611,159
283,257	Other Income					0		
	<i>Outflows</i>							
4,091,647	Payments to Employees	1,036,843	1,143,246	1,123,246	1,016,843	4,320,178	4,536,187	4,762,996
2,087,128	Payments to Suppliers	387,396	471,121	502,519	424,090	1,785,725	1,789,058	1,921,337
	Net GST Cashflow					0		
	Other Operating Costs					0		
263,560	<b>Net Cash Flows From (Used In) Operating Activities</b>	297,599	(178,995)	659,895	(281,355)	496,545	313,267	270,337
	<b>Cash Flows From (Used In) Investing Activities</b>							
	<i>Inflows</i>							
	Sale of fixed assets					0		
	Sale of investment assets					0		
0	Exceptional Items	0	0	0	0	0		
	Other - Term Deposit cash-out	0	0	0	0	0		
	<i>Outflows</i>							
1,400,036	Purchase of fixed assets	718,997	1,105,916	23,250	23,250	1,871,413	230,000	230,000
	Purchase of investments					0		
	Other - Term Deposit cash-in					0	0	0
(1,400,036)	<b>Total Investing Cash Flow</b>	(718,997)	(1,105,916)	(23,250)	(23,250)	(1,871,413)	(230,000)	(230,000)
	<b>Cash Flows From (Used In) Financing Activities</b>							
	<i>Inflows</i>							
0	Drawdown of loans					0		
153,671	Investment income	58,500	48,750	43,875	43,875	195,000	198,900	165,750
	Other					0		
	<i>Outflows</i>							
0	Repayment of loans					0	0	1,744,000
0	Interest paid					0	0	0
	Other					0		
153,671	<b>Total Financing Cash Flow</b>	58,500	48,750	43,875	43,875	195,000	198,900	(1,578,250)
(982,805)	<b>Net Increase/(Decrease) in Cash Held</b>	(362,898)	(1,236,161)	680,520	(260,730)	(1,179,868)	282,167	(1,537,913)
5,314,294	<b>Opening Cash Equivalents</b>	4,331,489	3,968,591	2,732,430	3,412,951	4,331,489	3,151,621	3,433,788
	Adjustments (rounding)							
4,331,489	<b>Closing Cash Equivalents</b>	3,968,591	2,732,430	3,412,951	3,152,221	3,151,621	3,433,788	1,895,875

# REPORT BACK ON COUNCILLOR YOUNG'S TAIWAN VISIT AND REPORT ON WELLINGTON MAYORAL DELEGATION TO ASIA

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## Kōrero taunaki | Summary of considerations

### Purpose

1. This report to Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:
  - a) Provides a report back on Councillor Young's visit to Taipei for six days in March/April 2023
  - b) Seeks approval for Mayor Whanau to lead a business delegation to Wellington's sister/friendly cities in Asia (South Korea, Japan and China) for ten days in September 2023 for the following purposes:
    - Sign a sister city agreement with Seoul (previous triennium commitment)
    - Support Wellington business and education sectors with opportunities in Asia
    - Maintain and deepen the sister city relationships after Covid
    - Attend international events and support further stakeholder collaboration.

### Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy

### Strategic alignment with priority objective areas from Long-term Plan 2021–2031

- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

### Relevant Previous decisions

Outline relevant previous decisions that pertain to the decision being considered in this paper.

### Significance

The decision is **low significance** in accordance with schedule 1 of the Council's Significance and Engagement Policy.

### Financial considerations

- Nil       Budgetary provision in Annual Plan / Long-term Plan       Unbudgeted \$X

2. For Councillor Young's visit to Taiwan in March/April, travel, accommodation, meals, and local transportation during the course of the visit was covered by the Smart City Summit & Expo organisers. Additional costs totalling \$677 (this included daily

incidentals and balance of airfare) were covered by Wellington City Council international relations budget.

3. For the proposed Mayoral visit to Asia in September, the Mayor's costs in terms of accomodation, ground travel and food in Xiamen, Beijing and Seoul will be covered by sister/friendly cities under the sister city protocol arrangements.
4. The expenses during Mayor's visit in Japan will be covered by the Wellington City Council international relations budget.
5. Approximate costs for Mayor Whanau's visit to Asia are as follows:

International and domestic flights	\$8,500
Accommodation in Hong Kong (transit) and in Japan, in addition to food costs	\$1,050
Ground transportation	\$900
Others such as daily travel allowance, cost of offsetting CO2 emissions	\$350
<b>Total estimated costs</b>	<b>\$11,000</b>

**Risk**

|  Low      |  Medium      |  High      |  Extreme

6. The borders between New Zealand, China, Japan and South Korea are open without restrictions. There are no pre-departure COVID-testing or vaccine passport requirements. Other precautions such as wearing face masks is recommended in any high-level meetings in our sister cities in Asia, as there is still a risk of COVID-19when travelling in Asia.

Authors	Tom Yuan, International Relations Manager Baz Kaufman, Manager Strategy and Research
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer

## **Taunakitanga | Officers' Recommendations**

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

- 1) Receive the information.
- 2) Approve that Mayor Whanau leads a business delegation to Xiamen, Beijing, Sakai and Seoul from Sunday 17 September to Thursday 28 September 2023.
- 3) Agree the costs for Mayor Whanau's travel, including flights, accommodation, and incidentals, be met by the Council International Relations budget.
- 4) Note that carbon credits for this travel have been included in the estimated costs.
- 5) Note that a number of senior business representatives will travel with the Mayor Whanau as part of the business delegation, and they will meet their own costs.
- 6) Note that with a Mayoral business delegation of this size, a senior member of staff will accompany Mayor Whanau in addition to support from the International Relations team. These costs will be met by the Council business units.

## **Whakarāpopoto | Executive Summary**

7. Councillor Young travelled in an official capacity to Taipei to represent Wellington City Council at Smart City Summit and Expo. The Summit provided an opportunity for learning and information sharing on major digital innovation practices, including digital infrastructure and smart capabilities. The trip also provided the opportunity to maintain friendly relations with Wellington's partner city Taipei.
8. Chairman of the World Cities Summit Mayors Forum (Singapore) and the Mayor of Seoul invited the Mayor of Wellington to the World Cities Summit Mayors Forum 2023 in Seoul from 24-26 September 2023. A copy of the invitations are appended as attachments 1 & 2.
9. Mayor of Seoul and President of the World Smart Sustainable Cities Organization (WeGO) Mr Oh Se-hoon invited Mayor Tory Whanau to attend the 6<sup>th</sup> WeGO General Assembly which in conjunction with the World Cities Summit Mayors Forum 2023 in Seoul from 25-26 September 2023. A copy of the invitation is attached as Appendix 3.
10. The Xiamen Municipal Government has also invited the Mayor of Wellington and Wellington businesses to Xiamen in September 2023. A copy of the invitation with translation are attached as Appendix 4 & 5.
11. The Mayoral visit to Wellington's sister and friendly cities is an opportunity to realise and strengthen cultural and historical bonds, increase international education opportunities, develop business and trade cooperation, and identify collaboration opportunities to tackle emerging city issues.
12. Representatives from the screen industry, the education sector and Wellington businesses will be invited to join the mayor on this visit.

## **Takenga mai | Background**

### ***Background on Wellington's international relations***

13. As the capital city Wellington is home to 50 diplomatic missions and is generally internationally and outward focused. The city is also diverse, with about a third of our population migrating here from overseas.

14. We celebrate this cultural diversity through many cultural festivals, events and through our International Relations programme.
15. Many of our industries and businesses are export orientated (e.g., film, tech etc), and Wellington has strong, internationally recognised educational and research institutions that traditionally attract international students.
16. The city has an international relations programme built up over many years with cities in Asia, Australia and Europe. Pre-COVID, Wellington would typically receive approximately 50-60 inward delegations each year of varying sizes and make one or two outward delegations per year to its friendly and sister cities.
17. Our international relationships exist to achieve economic, cultural, social and environmental objectives that align with Council priorities. These relationships also provide an opportunity to learn from other cities about city development matters and innovative approaches to resolving city issues.

## **Kōrerorero | Discussion**

### ***Report back on Taipei visit earlier in the year***

18. An initial economic partnership agreement between Wellington and Taipei was signed in 1997. In 2015, the two cities signed a new partnership agreement which focuses on cooperation in trade and tourism, education and cultural links, creative industry exchange and the sharing of knowledge and information regarding local government best practice.
19. There have been several civic engagements between Wellington and Taipei since becoming partner cities, with elected members attending conferences and forums (either in person or online) hosted by Taipei City Government.
20. Councillor Young was invited by Taipei Computer Association and the Taipei Economic and Cultural Office in Wellington to attend the Smart City Summit & Expo, Asia's largest smart city event with leaders from business and local government presenting smart and sustainable city solutions from around the world.
21. The Taipei Smart City Summit & Expo (the Summit) is a large-scale international conference which attracts more than 40 countries, 100 cities and over 1,200 overseas delegates annually. Smart City is a big part of Taipei's international brand, and links with the Taiwan government's promotion of Smart City solutions based on its expertise in IT.
22. There are over 250 'smart' projects in Taipei City, including smart transportation initiatives like ride sharing, autonomous buses, smart parking, smart education system, and smart environment initiatives. The Summit provided an opportunity for learning and information sharing on major digital innovation practices, including digital infrastructure and smart capabilities. This year's summit focused on digital technology in business operations and urban revitalisation.
23. In addition to attending the Summit, Councillor Young attended several meetings with senior government officials, including with the Mayor of Taipei, and the Director of the New Zealand Commerce and Industry Office. Topics of discussion included an overview of the economic situation in Taiwan/Taipei, the current challenges facing

cities, where growth sectors are, and what local government is currently focused on. Future opportunities for cooperation between Wellington and Taipei, including best practice exchange in smart urban solutions was also discussed.

24. Councillor Young also connected with officials from WeGO<sup>1</sup> during the Summit, where an invitation for Wellington City Council to apply for the Seoul Smart City Prize was extended.

### **Proposed Mayoral visit to Asia in September - overview**

25. Over the past three years we have not had face-to-face sister city visits from Asia due to the COVID-19 pandemic. The proposed Mayoral delegation to Asia would provide an opportunity to strengthen Wellington's sister cities relationships, support business and cultural connections, and to learn about international best practice in a number of civic areas.
26. The proposed Mayoral visit to Asia in September will support a business delegation that will have a strong focus on **education** exchanges and **film**.
27. The international student population in Wellington (and in New Zealand) has been more affected by the pandemic than other countries. While numbers are slowly picking up, it is still not at pre-COVID levels. We also want to capitalise on the importance and significance that mayors have in Asia to facilitate the speed of recovery.
28. Discussions have been held with a number of Wellington businesses and organisations who are interested in joining the delegation and these will be confirmed once a Council decision to go has been made.
29. In addition to leading a business delegation to support education and film outcomes for the city, the visit to Asia will enable Mayor Whanau to learn about other international cities achievements, observe their development first-hand and consider how this could be usefully applied in Wellington.
30. Further to that Tūpiki Ora - Māori Wellbeing Strategy includes working towards Wellington being recognised locally and globally as a rich culture of indigenous Māori history, the visit provides an opportunity to share our indigenous culture.

### **Asia (Wellington Mayoral delegation to Asia)**

31. The following section provides an overview of the proposed Mayoral delegation to Asia, which cities will be visited, the focus of the visit, and an overview of the relationship that Wellington has with that city. The delegation will visit Xiamen, Beijing, Sakai and Seoul from Sunday 17 September to Thursday 28 September 2023.

#### ***Xiamen***

32. Xiamen is Wellington's oldest sister city in China, with the relationship formalised over 35 years ago. Cooperation has focused primarily on business, trade, and education. Wellington City Council has facilitated trade and business opportunities, as well as created education links between Wellington and Xiamen education providers. As a result, an MOU focused on student and teacher exchanges and scholarships, joint programmes and projects with Victoria University of Wellington was signed with

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<sup>1</sup> World e-Governments Organisation of Cities and Local Governments (WeGO) is an international organisation for cities and local governments that pursues sustainable urban development based on e-Government and ICT. WeGO bridges the digital divide by establishing networks through which cities can connect and share their e-government development and best practice.

Xiamen University in 2010. Wellington College has signed a sister school with Xiamen Double Ten School in 2010.

33. During the COVID-19 pandemic, exchanges between the two cities were not interrupted. Roundtable meetings between Wellington and Xiamen exporters and businesses, and a screen sector roundtable took place. Language classes for Council staff, and the New Zealand Film Week in Xiamen were held online and in-person. Xiamen also donated 50,000 single-use surgical masks to Wellington in July 2020.
34. Xiamen has a flourishing film industry, home to China's Golden Rooster Awards (known as the Chinese Oscars) and Film Festival. The city has a vision to become a creative hub for filmmaking in China, and Xiamen University is developing a film school with the aim to position the University as the centre of high-quality, innovative film training in China.
35. Under WellingtonNZ's UNESCO City of Film strategy, Screen Wellington will collaborate with Xiamen to contribute benefits for screen and creative sectors, innovation and education in Wellington.
36. The visit to Xiamen would support our education sector, in particular it would focus on connecting Victoria University of Wellington's film experts and academics to Xiamen University academics and students. This would enable us to showcase our world-class film school and creative programmes to Xiamen with the aim of attracting international students to Wellington to study, as well as providing advice and guidance on film programme development.
37. There are a range of other opportunities with the city of Xiamen that are still being explored and these will be developed into more detail once a decision to go has been made. This may include signing an updated Wellington-Xiamen Sister City Port MOU.

### ***Beijing***

38. Since twinning as sister cities in May 2006, Beijing and Wellington have conducted in-depth exchange and cooperation with positive results gained in fields such as economy and trade, culture, tourism, education, and sports etc.
39. In 2020, in order to further deepen co-operation the two city governments with support from Beijing Bureau of Commerce and Wellington Chamber of Commerce organised an online Beijing-Wellington Business Roundtable to promote international economic and trade cooperation between the two sides.
40. In 2021, 28 colleges and primary schools from Wellington region attended a Wellington Beijing Principals Forum and more than ten colleges established sister school relationships in Beijing under the Silver Fern Excellence Initiative.
41. Sport can bring cities from different countries together to facilitate cultural and business ties. The Wellington Phoenix Football Club is New Zealand's only professional football club that competes in the A-League. They are an important and integral part of Wellington's sporting landscape.
42. In 2016, China announced a plan that set a target to become a top Asian football nation by 2030. The Chinese Football Association is focused on developing young Chinese players to achieve this objective.



43. Wellington Phoenix has been developing a unique student programme for high school aged young people with our world leading high performance unit at the New Zealand Campus of Innovation and Sport.
44. Wellington Phoenix has requested Council support to help promote their new programme with the aim of seeing young Chinese football players attend various education/sport/tourism programmes in Wellington.
45. We are also working on host engagements with Beijing education providers to showcase Wellington as an attractive international education destination.

### **Sakai**

46. Wellington and Sakai have been sister cities since 1994. With support of the Wellington Sakai Association, there have been exchanges with Sakai in education, sports (including rugby and marathons) and exhibitions of children's art. A Sakai Cherry Walk in the Katherine Mansfield Memorial Park has been donated by Sakai City Government and Sakai residents.
47. The pandemic did not stop the exchanges between the two cities. We held two online meetings between the mayors of the two cities to share information on issues such as resilient infrastructure (pipes and water) to earthquakes, transport, the environment and smart city initiatives.
48. New Zealand and Japan celebrated 70 years of bilateral relationship in 2023, Mayor Whanau opened the 6<sup>th</sup> Wellington children's art exhibition at Wellington Museum in November 2022. The artworks were then exhibited in Sakai in early 2023.
49. While in Sakai, mayor Whanau will visit Kurimoto Ltd, a Sakai-based manufacturer of ductile iron pipes. Kurimoto have partnered with Wellington Water to install New Zealand first seismic resistant ductile iron pipe in Wellington. The mayor will also attend the opening ceremony of an exhibition featuring art by Wellington high school students.

### **Seoul**

50. South Korea has experienced one of the largest economic transformations of the past 60 years. The country has dedicated special attention to technology development and innovation. The capital Seoul has focused on urban development, such as improving public transportation and revitalising the formerly polluted area of Cheonggyecheon by 'day lighting; the stream and turning it into a public recreation space. The local government's commitment to climate change action, sustainable urban development and renewal has Seoul recognised as the second most sustainable city in Asia behind Singapore.
51. Seoul has bolstered its efforts to position itself as a dynamic global city through smart and innovative policies and programmes, and has thriving creative tech, film/tv and gaming sectors.
52. A friendly city MOU was signed with Seoul in July 2016. In March 2020, Wellington City Council agreed to progress work on upgrading the relationship to a sister city with Seoul Metropolitan Government. Areas of cooperation were identified in the start-up, education, and creative industries, as well as smart city, governance technology, and sustainability.
53. The focus of a visit to South Korea is to sign a sister city agreement with Seoul, elevating our existing friendly city arrangement into a formal sister city. Other engagements in Seoul will include:

- a) Attending the World Cities Summit Mayors Forum (WCSMF). WCSMF is organised by the Singapore Government and hosted by Seoul. This year's theme is "Liveable and Sustainable Cities: Forging an inclusive and Resilient Future". Mayor Whanau has been invited by Mayor of Seoul Mr Oh Se-hoon and WCSMF Chair, Desmond Lee, Singapore's Minister for National Development.
- b) Attending the 6<sup>th</sup> WeGO General Assembly and the Seoul Smart City Prize ceremony. Wellington has applied for the Seoul Smart City Prize in the Tech InnoCity category.
- c) Attending the 6<sup>th</sup> WeGO General Assembly in Seoul (held in conjunction with the World Cities Summit Mayors Forum). This will be the first time after the COVID-19 pandemic that the event will be hosted onsite, providing a unique opportunity to meet with other Mayors, CIOs, city officials, corporate and institutional representatives to exchange ideas, share best practice, and identify cooperation opportunities.
- d) Meetings and engagements including on film cooperation, urban renewal and regeneration.

### **Kōwhiringa | Options**

54. There are two options for the Mayoral delegation to Asia in September.
  - a) Mayor Whanau leads the business delegation to Asia in September 2023 as outlined in this paper (recommended).
  - b) Not undertake the visit.

### **Whai whakaaro ki ngā whakataunga | Considerations for decision-making**

#### **Alignment with Council's strategies and policies**

55. This visit aligns with the Council's International Relations Strategy.

#### **Engagement and Consultation**

56. No consultation is required. A survey to business delegates after the visit is planned to obtain feedback on the visit.

#### **Implications for Māori**

57. Mana whenua will be engaged to ensure there is participation and support, and input into any plans and proposed activities.

#### **Financial implications**

58. The financial implications are outlined in the body of the report.

#### **Legal considerations**

59. Not applicable

## Risks and mitigations

60. The borders between New Zealand, China, Japan and South Korea are open without restrictions. There are no pre-departure COVID-testing or vaccine passport requirements. Other precautions such as wearing face masks is recommended in any high-level meetings in our sister cities in Asia, as there is still a risk of COVID-19 when travelling in Asia.

## Disability and accessibility impact

61. This will be assessed once the business delegation members are confirmed. If any members have accessibility needs, this will be communicated to our hosts in Asia, to ensure their full participation is not impacted.

## Climate Change impact and considerations

62. The carbon emissions from international air travel will be offset and this is factored into the cost as outlined in the paper.

## Communications Plan

63. A communications plan will be prepared ahead of the proposed trip and the mayor will provide a report back to Council on her visit.






## Health and Safety Impact considered

64. See risks and mitigation section.

## Ngā mahinga e whai ake nei | Next actions

65. The Council International Relations team will:
- a) Finalise travel arrangements
  - b) Finalise meetings and itinerary

## Attachments

Attachment 1.	Invitation Letter by Minister - Wellington <a href="#">↓</a> 	Page 228
Attachment 2.	Invitation Letter by Seoul Mayor - Wellington <a href="#">↓</a> 	Page 229
Attachment 3.	6th WeGO GA Invitation Letter - Wellington <a href="#">↓</a> 	Page 230
Attachment 4.	Xiamen Government Invitation <a href="#">↓</a> 	Page 231
Attachment 5.	Translation - Letter of Invitation to Mayor Whanau <a href="#">↓</a> 	Page 232

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**MINISTER FOR NATIONAL DEVELOPMENT  
MINISTER-IN-CHARGE OF SOCIAL SERVICES INTEGRATION  
SINGAPORE**

20 March 2023

Her Worship Tory Whanau  
Mayor of Wellington  
New Zealand

Your Worship,

**INVITATION TO THE WORLD CITIES SUMMIT MAYORS FORUM 2023**

I am delighted to invite you to the 12<sup>th</sup> annual World Cities Summit (WCS) Mayors Forum in Seoul, South Korea, from 24 to 26 September 2023.

2 Organised by the Singapore government, the WCS Mayors Forum is an exclusive, by-invitation-only gathering of Mayors and city leaders to discuss pressing city challenges and share best practices. Since its inauguration in 2010, it has become the largest gathering of its kind in the world. The WCS Mayors Forum 2023 will be hosted by Seoul, the 2018 Lee Kuan Yew World City Prize Laureate.

3 The 2023 Forum will be guided by the theme "***Liveable and Sustainable Cities: Forging an Inclusive and Resilient Future***". Previous editions of the Forum have seen very candid and insightful discussions among participants. The Forum provides a useful platform to discuss common challenges that cities face, share best practices and foster stronger networks among city leaders around the world. Seoul's unique mix of urban and natural landscapes with a rich cultural heritage will provide an inspiring environment for these important discussions.

4 We look forward to your participation as we share our experiences in shaping more effective urban policies and sustainable pathways for an inclusive and resilient future together. We hope to receive the confirmation of your participation by 28 April 2023. For more information, please contact my colleagues Ms Sherry Ng ([sherry\\_ng@mnd.gov.sg](mailto:sherry_ng@mnd.gov.sg)) or Ms Agnes Won ([agnes\\_won@mnd.gov.sg](mailto:agnes_won@mnd.gov.sg)).

Yours sincerely,

A handwritten signature in black ink, appearing to be 'DL', written over a circular stamp or seal.

Desmond Lee  
Chairman  
World Cities Summit Mayors Forum



OFFICE OF THE MAYOR

20 March 2023

Her Worship Tory Whanau  
Mayor of Wellington  
New Zealand

Your Worship,

First of all, I would like to express my deep respect to you for your commitment and efforts to further develop your city and ensure the well-being of your citizens. It is my great pleasure to invite you to the “**World Cities Summit Mayors Forum 2023**” which will be held from **September 24<sup>th</sup> to 26<sup>th</sup>** this year in Seoul.

Under the theme “**Liveable and Sustainable Cities: Forging an Inclusive and Resilient Future**”, this Forum will be an invaluable opportunity for mayors all over the world to convene and discuss the direction in which cities should take going forward and the ways in which we can include the vulnerable in society who have been left out in the process of development. It will also serve as a meaningful opportunity for mayors to deliberate about how to make cities more attractive and how to enrich the lives of the citizens.

As the 2018 Lee Kuan Yew World City Prize Laureate, Seoul is a uniquely attractive city that boasts a beautiful natural environment, cutting-edge technologies, and a hip and trendy lifestyle – all of which exist in profound harmony. In September, when this Forum will be held, major events such as “Seoul Beauty Week” and “Beautiful Life In Seoul” will also be taking place. I sincerely hope that you can participate in this Forum and share with us your city’s policy experiences of becoming a sustainable, resilient, and inclusive city, and also enjoy Seoul to the fullest.

I look forward to seeing you in Seoul in September for the **World Cities Summit Mayors Forum 2023**. Thank you very much.

Best regards,

A handwritten signature in black ink, appearing to read "Oh Se-hoon".

Oh Se-hoon  
Mayor of Seoul

Seoul City Hall  
110 Sejong-daero, Jung-gu, Seoul, Republic of Korea



OFFICE OF THE MAYOR

Invitation to the 6th WeGO General Assembly  
25–26 September 2023  
Seoul, Republic of Korea

June 19, 2023

Dear Mayor Tory Whanau,

Warm greetings from Seoul.

As the President of the World Smart Sustainable Cities Organization (WeGO), it is my great pleasure to extend this invitation to Wellington to attend the **6th WeGO General Assembly** to be held in Seoul on **September 25–26, 2023**. In conjunction with this event, the city of Seoul will also be hosting the *World Cities Summit Mayors Forum 2023* and the *Seoul Smart City Prize Ceremony* at the iconic Dongdaemun Design Plaza (DDP). These events will bring an unparalleled opportunity for local government leaders to meet and share their experiences with the international community.

The WeGO General Assembly (GA) is a triennial event that gathers **high-level representatives from its members and partners** to shape the key agenda of the organization for the coming years. The two-day event will offer participants an array of activities including the General Assembly Session itself, the Seoul Smart City Prize Ceremony, cultural tours, site visits, and the opportunity of meeting with corporate and institutional smart city stakeholders. This General Assembly carries a special meaning as it is the second time Seoul will be holding the event onsite, marking 13 years since the Inaugural Assembly, which I also had the honor to chair back in 2010. Seoul is excited to host this international gathering which is expected to attract **hundreds of smart city leaders from all over the world**.

**The event will gather leaders to share their smart city development experiences, and discuss how to create more inclusive, sustainable, and livable urban spaces.** Local governments around the world are witnessing an unprecedentedly rapid digital transformation through new emerging technologies such as AI or Big data, however, this transformation has also brought multiple challenges causing numerous people, especially vulnerable groups, to be excluded from the benefits of this digital society, widening the digital divide even further. These topics will be the center of this General Assembly that aims to **create a global consensus on the future of smart city development**.

I look forward to having your valuable presence at the event and receiving your confirmation reply by July 21, 2023.

Sincerely,

A handwritten signature in black ink, appearing to read 'Oh Se-hoon'.

Oh Se-hoon  
Mayor of Seoul

Seoul Metropolitan Government  
Seoul City Hall, 110 Sejong-daero, Jung-gu, Seoul, Republic of Korea

# 厦门市人民政府外事办公室

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尊敬的托芮·法瑙市长：

谨致以来自友城厦门的诚挚问候！

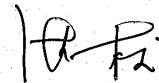
惠灵顿是厦门交往最密切的友城之一。自结好以来，两市交流合作成果丰硕，成为中新友好的缩影和中外友城合作的典范。自履新以来，您亲自关心支持两市交往工作，为去年在厦门举办的新西兰电影展映录制视频致辞，为厦门人民带来友城的真诚与热情，推动两市结好 35 周年系列庆祝活动取得圆满成功。对此，我们表示衷心感谢！

厦门与惠灵顿一样，同为美丽的海滨之城、创新创业的热土。疫情期间，贵我两市创新“云端”交流，始终保持友城交往热度。我们热忱期待您率团访问厦门，深化两市在影视、教育、港口、经贸、文化等领域务实合作。

今年 9 月 8-11 日，由中国商务部主办的第 23 届中国国际投资贸易洽谈会将在厦门举办。本届“投洽会”围绕高质量“引进来”和高水平“走出去”、多双边经贸交流，突出数字经济、绿色低碳、可持续投资等热点。诚邀您和您的代表团能莅临参会，向来自全球的客商朋友展示惠灵顿投资环境和优势产品，促进双向投资和贸易发展。

期待与您相聚美丽鹭岛，共叙友谊，共话发展。祝愿厦门与惠灵顿友城交流合作再上新台阶！

顺颂政祺！



厦门市人民政府外事办公室 主任

2023 年 6 月 2 日

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*(Translation)*

2 June 2023

Tory Whanau  
Mayor of Wellington  
Wellington City Council  
New Zealand

Dear Mayor Whanau,

Tēnā koe from sister city Xiamen.

The relationship Xiamen has built with Wellington is the most dynamic among our sister cities. Our exchanges and cooperation over the years since twinning have been exceptionally fruitful, epitomizing the friendship between China and New Zealand and exemplifying sister-city cooperation between China and the rest of the international community. We are immensely grateful to you for showing your care and support towards our sister city programs since your assumption of office. Your video message of congratulations on the New Zealand Film Festival held in Xiamen last year has brought us the sincerity and warmth of our sister city and drawn to a successful conclusion our all-year-round 35<sup>th</sup> anniversary celebrations.

Xiamen, just like Wellington, is a beautiful coastal city booming with innovation and entrepreneurship. The past years of COVID lockdown has seen Xiamen and Wellington maintaining vibrant interactions by developing new ways of exchanges “on the cloud”. We ardently look forward to your visit to Xiamen with a delegation, where we can explore ways for deepening cooperation in wide-ranging sectors such as screen, education, port, trade and culture.

The 23<sup>rd</sup> China International Fair for Investment and Trade (CIFIT), hosted by our Ministry of Commerce, is to be held in Xiamen from September 8 to 11 this year. CIFIT 2023 will revolve around high-quality inward investment, high-standard opening up and bilateral/multilateral trade, while putting spotlight on such trending topics as digital economy, green and low carbon development, and sustainable investment. We cordially welcome you to visit Xiamen for CIFIT, where you can showcase Wellington’s investment climate and competitive products at CIFIT and unlock further potential for two-way investment and trade.

I look forward to welcoming you in our lovely city of Xiamen to renew our friendship and map out common development.

May I wish the Xiamen-Wellington friendship reach ever greater heights.



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Yours sincerely,

Zhang Quan (Signature)

Director General | Foreign Affairs Office of Xiamen Municipal People's Government



# ACTIONS TRACKING

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## Kōrero taunaki | Summary of considerations

### Purpose

1. This report provides an update on the past actions agreed by the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee, or its equivalent, at its previous meetings.

### Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy
  
- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

### Strategic alignment with priority objective areas from Long-term Plan 2021–2031

### Relevant Previous decisions

Not applicable.

### Financial considerations

- Nil       Budgetary provision in Annual Plan / Long-term Plan       Unbudgeted \$X

### Risk

- Low       Medium       High       Extreme

Author	Alisi Folaumoetu'i, Democracy Advisor
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer

## **Taunakitanga | Officers' Recommendations**

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

1. Receive the information.

## **Whakarāpopoto | Executive Summary**

2. This report lists the dates of previous committee meetings (hui) and the items discussed at those hui.
3. Each clause within the resolution has been considered separately and the following statuses have been assigned:
  - In progress: Resolutions with this status are currently being implemented.
  - Complete: Clauses which have been completed, either by officers subsequent to the meeting, or by the meeting itself (i.e. by receiving or noting information).
4. All actions will be included in the subsequent monthly updates but completed actions will only appear once.

## **Takenga mai | Background**

5. At the 13 Haratua May 2021 Council meeting, the recommendations of the Wellington City Council Governance Review were endorsed and agreed to be implemented.
6. On 25 Whiringa-ā-nuku October 2022 through memorandum, the 2022-2025 committee structure chosen by Mayor Tory Whanau was advised. This included establishment of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.
7. The Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee for the 2022-2025 triennium fulfills the functions of the Pūroro Tahua | Finance and Performance Committee and the Annual Plan/Long-Term Plan Committee of the 2019-2022 triennium.
8. The last meetings of the equivalent committees in the 2019-2022 triennium were held on the following dates:
  - Annual Plan/Long-Term Plan Committee – 30 Pīpiri June 2022
  - Pūroro Tahua | Finance and Performance Committee – 28 Mahuru September 2022
9. The purpose of this report is to ensure that all resolutions are being actioned over time. It does not take the place of performance monitoring or full updates. The committee could resolve to receive a full update report on an item if it wishes.

## **Kōrerorero | Discussion**

10. Of the 34 resolutions of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee in May 2023:
  - 10 are complete.

- 24 are in progress.
11. 2 in progress actions have been carried forward from the previous action tracking reports.
  12. Note that, for public excluded resolutions, each individual clause will not be reported on in a public hui. These resolutions have been treated as a whole.
  13. Updates on individual clauses of a public excluded resolution can be provided to Councillors outside of a formal hui.
  14. Further detail is provided in Attachment 1.

## **Attachments**

Attachment 1. [Actions Tracking](#)  

Page 238

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Date	ID	Title	Clause number	Clause	Status	Comment
Thursday, 17 June 2021	296	4.1: Chaffers Marina Limited Options		All clauses	In progress	
		2.8 Te Upoko o Te Ika a Māui Commitment	3	Note that spend targets are yet to be developed and will brought back to the Committee for approval.	In progress	We are actively working with Mataaho Aronui, Iwi partners & Commercial Partnerships to develop and agree these targets and then will report back to the Committee for approval.
Thursday, 18 November 2021	304	2.3 Allocation of landfill surpluses	5	Request officers provide a full breakdown of the landfill surplus and its allocation through the Annual Plan and Long Term Plan process.	In progress	This will form part of the next Annual Plan and LTP processes.
Thursday, 16 June 2022	307	2.2 Quarter 2 Performance Report	8	Note that the Pūroro Rangaranga   Social, Cultural and Economic committee on 4 August 2022 agreed to apply for Better off Funding totalling \$14.42m available to Wellington City Council	In progress	
Thursday, 23 February 2023	1358	2.1 Rating Policy Review	2	Note a rating policy review will address the resolutions made in June 2022 by the then Annual Plan/Long-term Plan Committee and the then Planning and Environment Committee. The review will also consider area of focus identified at the 15 February 2023 workshop with Councillors.	In progress	
Thursday, 23 March 2023	1493	2.1 Rating Policy Review	3	Note the rating policy review will be carried out as a parallel stream of work alongside the broader 2024-34 long-term plan development. The rating policy review has its own communication and engagement plan, which is closely aligned with the long-term plan communications and engagement plan.	In progress	
Thursday, 23 March 2023	1494	2.1 Rating Policy Review	4	Agree to proceed with a rating policy review.	In progress	
Thursday, 23 March 2023	1495	2.1 Rating Policy Review	5	Agree the process for completing the review, including the proposed engagement and communications approach for the rating policy review.	In progress	
Thursday, 23 March 2023	1496	2.4 Karori Sanctuary Trust Deed Variation	3	Agree to initiate the process to appoint a councillor to the Sanctuary Trust Board	Completed	
Thursday, 23 March 2023	1514	2.4 Karori Sanctuary Trust Deed Variation	4	Agree to the mayor appointing a councillor as an observer until a formal appointment is made	Completed	Waiting on a decision from the Mayor on which Councillor will be the observer.
Thursday, 23 March 2023	1515	2.1 Annual Plan 2023/24 Oral Hearings	1	Receive the information.	Completed	
Tuesday, 16 May 2023	1634	2.1 Annual Plan 2023/24 Oral Hearings	2	Hear the oral submitters and thank them for their submissions.	Completed	
Tuesday, 16 May 2023	1635	2.1 CCO 22/23 Quarter 3 Report	1	Receive the information.	Completed	
Wednesday, 31 May 2023	1636	2.1 CCO 22/23 Quarter 3 Report	2	Note the contents of the report.	Completed	
Wednesday, 31 May 2023	1637	2.2 Quarter 3 Performance Report	1	Receive the information.	Completed	
Wednesday, 31 May 2023	1638					

Wednesday, 31 May 2023	1639	2.2 Quarter 3 Performance Report	2	Note the key headlines covered in the executive summary and in each section of the report;	Completed	
Wednesday, 31 May 2023	1640	2.2 Quarter 3 Performance Report	3	Recommend to Council an increase to Wellington Water Limited's (WWL) CAPEX budget by \$15m from \$50m to \$65m as a bring forward from the 2023/24 financial year;	In progress	
Wednesday, 31 May 2023	1641	2.2 Quarter 3 Performance Report	4	Recommend to Council an increase to the project Capex budget for the Ngaio Gorge project by \$3.1m from \$10.3m to \$13.4m to cater for the total variation costs of contract works, professional services and labour; and	In progress	
Wednesday, 31 May 2023	1642	2.2 Quarter 3 Performance Report	5	Note this report supports the governance and monitoring oversight of the LTP by the Kōrau Tōtōpū   Long-Term-Plan, Finance and Performance Committee (the LTPF&P Committee).	Completed	
Wednesday, 31 May 2023	1643	2.4 Actions Tracking	1	Receive the information.	Completed	
Wednesday, 31 May 2023	1644	2.5 Forward Programme	1	Receive the information.	Completed	
Wednesday, 31 May 2023	1645	2.3 2023 Annual Plan - Deliberation and Budget Variances	1	Receive the information.	Completed	
Tuesday, 20 June 2023	1646	2.3 2023 Annual Plan - Deliberation and Budget Variances	2	Receive the community feedback on the draft Annual Plan in Attachment One. 2023/24 Financial and budget recommendations	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1647	2.3 2023 Annual Plan - Deliberation and Budget Variances	3	Agree to include the following cost pressures into the 2023/24 Annual Plan budget: a. LED Street lamps urgent repair - \$3m; b. Employee costs (increase to living wage) - \$5m;	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1648	2.3 2023 Annual Plan - Deliberation and Budget Variances	4	Note that following cost pressures and budget variances will be included as they are adjustments to existing items in the budget or items that are required to for operation: a. GRWC bulk water purchase - \$5m b. Insurance premium increase - \$5m c. Other operating cost (WWL, software licenses etc) - \$1m d. CERF Revenue – Climate Change Response - \$(0.4m) e. CERF Revenue – Cycleways Programme - \$(5m) f. Other Adjustments - \$(5m)	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1649	2.3 2023 Annual Plan - Deliberation and Budget Variances	5	Agree to mitigate cost pressures on the budget by applying an across organisation saving of 2% of operating costs while not impacting levels of service - \$15m (\$13m of which will directly impact rates, with remainder applied to ring-fenced activities such as waste management and city housing).	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023

Wednesday, 31 May 2023	1650	2.3 2023 Annual Plan - Deliberation and Budget Variances	6	Agree to the Mayor's proposal to fund Wellington Water Limited (WWL) an additional \$2.3m to fix urgent leaks. Operational pressures will be managed closely through joint prioritisation and monthly reporting to ensure budgets are efficiently managed by WWL (NB: the Mayor's proposal to provide additional funding to WWL has been reviewed and is supported by Officers);	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1651	2.3 2023 Annual Plan - Deliberation and Budget Variances	7	Agree to include vested asset revenue of \$100k per annum from carbon credits allocated by the Government related to our forestry assets;	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1652	2.3 2023 Annual Plan - Deliberation and Budget Variances	8	Agree the fees and user charges as included in the engagement document;	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1653	2.3 2023 Annual Plan - Deliberation and Budget Variances	9	Note the correct description of proposed fees and user charge changes for Waterfront Public Space activity outlined in Attachment Three;	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1654	2.3 2023 Annual Plan - Deliberation and Budget Variances	10	Agree the changes to the rates remissions and postponement policies as outlined in the engagement document	In progress	
Wednesday, 31 May 2023	1655	2.3 2023 Annual Plan - Deliberation and Budget Variances	11	Note that there are projects such as work required on Council buildings on the waterfront, and Frank Kitts Park development that require additional funding which has not been included in the budget for the Annual Plan. a) Agree to have officers report back on options for minor provision of temporary play equipment at Frank Kitts Park to be made available for the public over Summer 2023/24, to be funded within the current budget. b) Agree that officers report back on options to resolve the Frank Kitts Playground project, including the option to return this area to open public space.	In progress	
Wednesday, 31 May 2023	1656	2.3 2023 Annual Plan - Deliberation and Budget Variances	12	Agree to recommend funding of \$0.15m (from reprioritising the existing capital programme) for temporary toilets installed on southern end of Ian Galloway Park by the BMX tracks;	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1657	2.3 2023 Annual Plan - Deliberation and Budget Variances	13	Agree to pause the Huetepara Park project due to capex cost increases and reconsider the budget as part of the 2024-34 LTP process;	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1658	2.3 2023 Annual Plan - Deliberation and Budget Variances	14	Note we will continue to provide shade in community playgrounds as appropriate and within existing capital and operating budgets.	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023



Wednesday, 31 May 2023	1659	2.3 2023 Annual Plan - Deliberation and Budget Variances	15	Note the cycleway on the South Coast is part of the bike network with areas being completed according to priority. The route is a low priority for completion i.e. prioritised as 13 out of the 14 areas	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1660	2.3 2023 Annual Plan - Deliberation and Budget Variances	16	Agree the 2023/24 Annual Plan budget	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1661	2.3 2023 Annual Plan - Deliberation and Budget Variances	17	Note that the recommendations of this report result in a proposed rates increase of 12.3 percent (after growth) in 2023/24 as per the budget that was engaged on, and that any changes to the officer recommendations may have a resulting impact on the projected rates increase which will be confirmed in the finalisation of the budget for adoption on 29 June 2023;	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1662	2.3 2023 Annual Plan - Deliberation and Budget Variances	18	Note the draft 2023/24 Annual Plan document structure (Attachment Six) for Councillor review and feedback.	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1663	2.3 2023 Annual Plan - Deliberation and Budget Variances	19	Agree that Officers prepare the 2023/24 Annual Plan (including associated activity statements, budgets, financial statements, funding impact statements and plans) to reflect any changes agreed at this meeting of the Committee, and that it be considered for adoption by the Council on 29 June 2023.	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1664	2.3 2023 Annual Plan - Deliberation and Budget Variances	20	Agree to delay \$7m of the funding for the MOB/CAB demolition to 2024/25, which would result in a budget of \$1m for 2023/24.	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1665	2.3 2023 Annual Plan - Deliberation and Budget Variances	21	Agree that the increase in Opex funding committed to Wellington Water Limited (WWL) is conditional on WWL agreeing to a part of the funding being used to undertake a review of its services with the objective of improving its efficiency, identifying potential cost savings, and improving transparency/reporting.	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023
Wednesday, 31 May 2023	1666	2.3 2023 Annual Plan - Deliberation and Budget Variances	22	Delegate the power to agree the terms of the review with WWL to the Mayor and Chief Executive.	In progress	
Wednesday, 31 May 2023	1667	2.3 2023 Annual Plan - Deliberation and Budget Variances	23	Agree to increase funding by \$1.2m in the 2023/24 Annual Plan (from \$1.2m to 2.4m capex) to complete stage 1 of the proposed Huetepara Park development.	In progress	To be part of the Adoption of the final Annual Plan on June 29 2023

<p>Wednesday, 31 May 2023</p>	<p>2.3 2023 Annual Plan - Deliberation and Budget Variances</p> <p>1668</p>	<p>24</p>	<p>Agree to fund through the 2023/2024 Annual Plan \$150,000 from the Sportsville Partnership Fund the independent review into Council's sports field charges and for the results to be considered in the Council's next long term plan for 2024-2034 (subject to Council determining such a review is warranted at its meeting on 1 June 2023).</p>	<p>In progress</p>	<p>To be part of the Adoption of the final Annual Plan on June 29 2023</p>
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# 1. FORWARD PROGRAMME

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## Kōrero taunaki | Summary of considerations

### Purpose

1. This report provides the Forward Programme for the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee for the next two meetings.

### Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
  - People friendly, compact, safe and accessible capital city
  - Innovative, inclusive and creative city
  - Dynamic and sustainable economy
- Strategic alignment with priority objective areas from Long-term Plan 2021–2031**
- Functioning, resilient and reliable three waters infrastructure
  - Affordable, resilient and safe place to live
  - Safe, resilient and reliable core transport infrastructure network
  - Fit-for-purpose community, creative and cultural spaces
  - Accelerating zero-carbon and waste-free transition
  - Strong partnerships with mana whenua

### Relevant Previous decisions

Not applicable.

### Financial considerations

Nil

Budgetary provision in Annual Plan / Long-term Plan

Unbudgeted \$X

### Risk

Low

Medium

High

Extreme

Author	Alisi Folaumoetu'i, Democracy Advisor
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer

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### **Taunakitanga | Officers' Recommendations**

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

1. Receive the information.

### **Whakarāpopoto | Executive Summary**

2. The Forward Programme sets out the reports planned for the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee in the next two meetings that require committee consideration.
3. The Forward Programme is a working document and is subject to change on a regular basis.
4. This report includes upcoming public forums for the committee's consideration.

### **Kōrerorero | Discussion**

5. Thursday 17 August 2023
  - 2024 Long-term Plan Community Outcomes approval (Chief Strategy & Governance Officer)
6. Wednesday, 6 September 2023

### **Attachments**

Nil

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### 3. Public Excluded

#### Recommendation

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

1. Pursuant to the provisions of the Local Government Official Information and Meetings Act 1987, exclude the public from the following part of the proceedings of this meeting namely:

General subject of the matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
3.1 Progressing the Sludge Minimisation Facility	7(2)(i) The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.