

GRAND
WELLINGTON



HALF YEARLY REPORT

July – December 2009

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Introduction

Grow Wellington's aim is to make greater Wellington 'internationally competitive' – that is, a region which offers the competitive package of a great lifestyle and job opportunities, supported by a strong economy. Our purpose is well defined – 'intelligent investment in high growth inspirational export oriented businesses'. Our role is to connect high growth businesses with the people, tools and knowledge they need to fulfil their potential. We inspire businesses to be world changing and we facilitate collaboration between complementary businesses.

During the first half of FY2009/10 we have reviewed our activities to ensure they are appropriate for meeting the challenges of the current economic climate. The emphasis has been twofold – on supporting existing and new export oriented businesses through the economic downturn and building the foundations for growth through targeted investment; and on further developing the initiatives and projects we have begun which will provide effective platforms to speed recovery when the economy improves.

With Grow Wellington having completed its second year of operation we have the structure, the people and the programmes in place to build on the progress we have made to date and to take it to the next level. Our focus on facilitating and inspiring high growth businesses and on championing export growth is clear. The services we provide across a range of programmes all reflect this fundamental role.



CENTRES OF EXCELLENCE

Grow Wellington's work continues to lay the foundations for the three prioritised Centres of Excellence, which will position the Wellington Region at the international forefront of emerging technologies and innovations. These Centres all work to amplify and accelerate the region's actual and potential digital, science and innovation capability, and match this to international opportunity.

SCREEN AND DIGITAL TECHNOLOGIES

Grow Wellington's work to date has focused on laying the foundations for a nationally coordinated, internationally connected hub, which will coordinate and deliver four core strands:

1. Digital Innovation Hub

Grow Wellington has been leading work on a business case for the creation of an appropriate innovation hub that will bring together industry leading firms, incubation services, venture expertise and funding, suitable tertiary skills finishing school, post graduate research facilities and suitable technical production and post production facilities that are considered missing and essential to both accelerating innovation productivity and securing New Zealand's standing as an innovator in this sector.
2. Internship Programme

In an effort to provide a bridge between current secondary/tertiary education and business, an international internship programme was formed which placed a selected number of high end graduates into digital media businesses. A bi-lateral internship programme will follow in 2010 with an initial trial this year of intern placements from New Zealand to Cyberport in Hong Kong.
3. Capital Fund Mechanism

The NZ Venture Investment Fund has been engaged in the design stages and is considered the appropriate public investment mechanism through which public sector funding support can be channelled.
4. International Alliances

Grow Wellington has supported the work to establish the region's reputation as a leading innovator, nurturing strong alliances based on mutually agreed visions and goals, particularly in the Asian market.

Taken together, these four complementary work streams will enable the foundations for world leading transfer of knowledge, skills, capital, innovation and best practice, through carefully targeted interventions to build world class alliances.

BIOTECHNOLOGY AND HEALTH RESEARCH

A series of workshops have canvassed the region's biomedical research and education community of Victoria University, Otago Medical School, Massey University, Whitireia Polytechnic, Malaghan Institute, IRL, Victoria University, Medical Research Institute and Wakefield Hospital.

These workshops identified complementary capabilities and opportunities which can be accelerated through the provision of world-class education and specialist research equipment within a single purpose-built, world-class health innovation hub.

To provide this, Capital Coast District Health Board has identified space, and alongside Victoria University and the Medical Research Institute, provided multi-million dollar capital and operating support, and agreed to be the founding partners for the Health Education, Research and Commercialisation Collaborative (HERCC).

Alongside this, a matched funding case has been developed and presented to Government, gathering multi-agency feedback. It is expected this business case will also attract multi-agency support.

Over the next period we will be working on:

1. supporting the foundation partner relocation into the space at Wellington's regional hospital;
2. securing multi-agency funding for research, education and commercialisation activities proposed in the funding case.

This coordinated activity will enable the initial planned activities of the HERCC to proceed, in a rolling programme of space uptake and collaborative education and research provision, supported by commercialisation activity.

Engagement with the Gillies McIndoe Research Centre and Trust (based in Hutt City) and Wallaceville Research Centre has facilitated an understanding of how the region's medical research activity can be commercialised, enabled and supported by the HERCC. Taken together, this programme will ultimately enable full regional, national and international collaboration to realise the region's combined health education research and commercialisation capability.

CLEAN TECHNOLOGY

This Centre of Excellence focuses on clean technologies which are technologies or services which reduce environmental impact and increase resource performance, efficiency or effectiveness. Under this umbrella, the region's emerging capabilities are being identified in marine, distributed generation, energy and resource assessment, plus intelligent vehicle and transport systems. A developing programme seeks to provide virtual and physical clustering options to accelerate this activity, and to prove the paths to both developing and developed country markets.

Using scoping work which has initially identified substantial international demand for clean technology, and local demonstration partners who are providing test sites, a number of related projects are coordinating and accelerating complementary clean technology capabilities.

1. A syndicate is forming to provide off-grid, distributed generation infrastructure to Matiu Somes Island and once proven, to a remote village in India, with the full backing and support of international development agencies.

2. A regional waste to energy programme is gaining the support of the region's TLAs which are testing innovative technology which has the potential to both take Otaki off grid, and to provide new ways of dealing with the region's organic waste materials. Once proven, this technology is planned as a second stage of international rollout.
3. A number of electric vehicle and transport projects are seeking to establish in the Wellington Region, and its clean entrepreneurs as providers of niche solutions for Electric Vehicle infrastructure, charging and battery management.
4. A new physical clean technology incubation centre has been identified in the region, which will act as a regional demonstration site for clean technology entrepreneurs and local smart grid energy provision.
5. A clean technology strategy and governance group is coordinating commercial opportunity, and communicating these opportunities to the region's growing clean technology sector.

While all these activities are in the early stages of development, an emerging suite of clean technology entrepreneurs and innovations are using local demonstration sites to prove technology ahead of internationalisation.

INVESTMENT

Accessing funding at the very early stage of a venture's life is vital and often extremely difficult to source, so Grow Wellington is pleased with the establishment of a Proof of Concept fund. An agreement with three leading investment funds has been signed and ventures are now being scoped for investment of up to \$150k over three years.

The region's angel investment club, Angel HQ, had a further six opportunities presented, and two more investments have been made - one into Minimonos and the other a second round of funding for an earlier investment into cloud computer venture, InterGrid. Membership numbers are steady at around 25 with a concerted push for more members in the next half of the year. Education sessions on the role of intellectual property in angel investments and venture valuation were well attended.

SKILLS

A decision was made in August to discontinue the migrant database. Several factors led to this decision including the economic climate, but more importantly, many other avenues have opened up to help migrants to find work in Wellington since the Grow Wellington database was begun in 2004. There is now a well established settlement sector providing information and assistance to new migrants led by the Settlement Division at Department of Labour. The Wellington Gateway project (an internet portal) which will be launched in April will provide an excellent opportunity to promote Wellington to skilled migrants and potential investors and provide a direct link to employers in a more hands off way.



A skill survey was sent out to around 100 Grow Wellington clients in December. The focus of the survey was on skill needs in the areas of management, commercialisation, technology and international marketing. The survey sample was small and results will be individualised rather than highlighting trends. The Ministry of Social Development (MSD) also took part and sent the survey to about 150 employers.

Job Match was an initiative introduced to match skill surpluses from businesses affected by the economic climate but wanting to retain skilled staff with businesses that had capacity to use extra resource. A pilot for the Wellington region was funded by MSD and supported by Grow Wellington but failed to gain enough support and buy in from the region's employers to continue beyond the pilot phase.

The Summer of Code internship programme is into its fourth year. Forty students were placed into thirty companies to work on 12 week projects over the summer holiday period. Summer of Code is unique in that it is driven by business. The programme connects top IT undergraduate students with some great Wellington companies. An impressive record of a more than 60% success rate of ongoing employment has been achieved since the programme's inception.

Grow Wellington partnered with Accelerating Aotearoa and NZICT to host the Wellington event of the Digital Careers Expo. The aim was to connect international and domestic students with support services and employers to help the students make study and career choices aligned with New Zealand's future skills needs, and become 'work ready' for the New Zealand labour market.

PRIORITY SECTORS

FILM

Film Wellington promotes Wellington as a screen production destination. The office is focused on keeping Wellington 'film friendly' and provides a free support service for local and international films, television programmes and commercials. The team at Film Wellington helps source locations, arrange film permits and provide useful information and industry introductions.

Between 1 July and 31 December 2009, Film Wellington issued 134 film permits, encompassing 239 location permits, and handled 343 enquiries.

In August Film Wellington created an email campaign and a newly created online locations gallery for production companies in New Zealand and Australia to promote Wellington as a filming destination. The campaign targetted over 200 industry contacts including many TV commercial producers. October to December saw a pleasing increase in the number of TV commercial enquiries.

A highlight was 'An Evening with Guillermo del Toro' that Film Wellington helped facilitate as a film fundraiser. This was an extremely rare opportunity for industry to hear director Guillermo del Toro speak in person about his work.



In November Film Wellington was again involved in hosting the annual prestigious entertainment industry conference AnimfxNZ. AnimfxNZ has become one of the world's most significant expositions of games, animation and visual effects. Grow Wellington's support and leverage, co-ordinated by Film Wellington, included a successful business networking function and business meetings between local industry and key international speakers.

Local production companies that Film Wellington facilitated filming projects for in the first six months of 2009/10 included Gibson Group, KHF media, Ocular Film, Story Inc, Sauce, and TVNZ.

Film Wellington facilitated many international media enquiries and visiting documentary crews featuring film making in Wellington, especially around the premiere of *The Lovely Bones* and release of *Avatar* in December which generated worldwide interest in Wellington as a leading screen production destination.

EDUCATION

Wellington has considerable capability in education, with world class tertiary institutions and schools in the region focused on the common goal of excellence in education. International students are an important part of our economy. Not only do they contribute significantly in terms of export earnings, they also play a vital role in knowledge creation and transfer. They bring with them a global perspective, helping to build an internationally competitive Wellington.

Grow Wellington is committed to supporting the education sector in the Wellington region. We continue to work alongside a wide range of institutions, from primary schools through to universities, to accelerate the growth of our international student industry.

Vietnam remains a key area of focus for us. Following on from our Agent and Alumni events in Hanoi and Ho Chi Minh City, we launched our Education Wellington Agent Awards in October. The Awards will be presented to the four best performing agents from Hanoi and Ho Chi Minh City, and will include a week long all expenses paid trip to Wellington. This scheme is being supported by 16 of our local institutions. To date more than 30 agencies have registered for these Awards. In addition we will be offering official Education Wellington endorsements to all agents who send students to institutions in the Wellington region.

In September we began working with the New Zealand Embassy in Beijing and the Chinese Service Centre for Scholarly Exchange on an opportunity that will leverage the new Working Holiday Visa scheme for Chinese nationals. We aim to encourage students to begin their working holiday experience with a short course of study in the region. Moreover, we will use this as a mechanism to develop our relationship with the Chinese agencies that influence students in their decision on where to study abroad.

In November we launched a new website, www.educationwellington.co.nz. It is a one stop shop for all information related to international education in the Wellington region, and includes student stories, blogs, a directory of institutions and promotional resources. The site has attracted visitors from more than 60 countries and is a valuable resource for students, agents and institutions.

As part of a more holistic approach to export education we have been exploring ways that will more closely align our tertiary providers with our IT companies, and create new opportunities in offshore delivery. In December talks began with Wellington Institute of Technology, Whitireia Community Polytechnic and the Open Polytechnic on collaborating around a health education project that will showcase our education excellence as well as the region's digital expertise.

PRIMARY

As part of a Regional Leadership Group we are assisting the development of a storage-based irrigation scheme for the Wairarapa Valley, and working with MAF and the forestry industry to explore ways to maximise the value to the region of the increasing volumes of timber reaching maturity in the southern North Island.

Irrigation

In the six months from 1 July - 31 December 2009, the Wairarapa Regional Irrigation Project took a significant step in forming a Regional Leadership Group comprising senior political representatives of Greater Wellington Regional Council, the three Wairarapa District Councils, the Wairarapa Regional Irrigation Trust, the two Wairarapa Iwi, environmental/recreation groups and Grow Wellington. This Leadership Group is providing project oversight and importantly, a demonstration of regional political support and unity that will be a significant requirement in any discussions with Central Government.

At the end of calendar 2009, drafts of two reports were received outlining:

- Options for a public/private partnership model to fund the infrastructure
- Quantifying the economic benefits from a regional scheme and providing a regional cost/benefit analysis

Wood

The MAF report 'Southern North Island Forest Industry and Wood Availability Forecasts 2009' was used as the catalyst for calling the forest industry stakeholders together in October to discuss the opportunities and threats that the data posed for the region. The outcome of the meeting was the formation of a smaller working group to focus on methods to drive some cooperative thinking among the small woodlot owners who own most of the increase in wood flow. Grow Wellington will facilitate this group's activities as a way of supporting the private sector to maximise regional benefit.

MANUFACTURING

Grow Wellington has developed a scheme to facilitate graduates into positions in manufacturing companies to address productivity and efficiency issues. The Optimising Manufacturing programme was launched at the end of 2009 with the employment of two graduates by Grow Wellington and their placement within Windsor Engineering and Groenz Ltd, to begin in January 2010.

The programme is supported by TechNZ and the Ministry of Social Development to allow a full programme of mentoring and professional development to be wrapped around the graduates. This will help ensure that the manufacturing companies in which the graduates are placed get the maximum benefit as they address production and process issues within their operations.



The focus is on securing more company placements which will expand the scheme to begin to make a difference to the region's economy. It is expected that this will become easier as the companies move out of the recessionary phase and see some growth on the horizon.

FOOD AND BEVERAGE

Wellington on a Plate

Wellington on a Plate was launched on 12 August 2009 with 30 events and 43 restaurants participating in the Dine Wellington programme.

Wellington on a Plate was developed as a joint initiative between Grow Wellington and Positively Wellington Tourism in order to raise awareness and build confidence in the Greater Wellington Region's food industry, and to affirm Wellington's position as the Cuisine Capital of New Zealand.

The long term objective for Grow Wellington is to build a food and beverage environment that stimulates the growth of exports from the region.

Wellington on a Plate is for the consumer (all residents and visitors to Wellington who have an interest in wine and food) and the producer (the region's growers, suppliers, manufacturers, and the food service industry).

During the establishment phase of this project and in order to leverage off the already strong reputation of the food service industry in Wellington, the first and second year of Wellington on a Plate will focus on the consumer as the primary audience. The subsequent years will begin to focus on the needs of the producer.

Food & Beverage Sector Work

Coffee, wine and beer from Wellington are the focus areas for future F&B sector export development projects.

In addition, work has begun on developing a searchable food and beverage database to go up on Grow Wellington's food and beverage website. This database is designed to help food service professionals/investors/consumers find out exactly what is grown/produced/manufactured in our region and by whom.

SUPPORTING INFRASTRUCTURE

The Wellington region requires improvements in infrastructure to facilitate export growth. Grow Wellington is an advocate for the region to improve its broadband use and supply, international connectivity and our status as a carbon neutral region.

Broadband Use and Supply

Alongside representatives from the region's councils, Grow Wellington is represented on the region's Broadband Operating Group. Grow Wellington has been conducting a watching brief until such time as an opportunity presents itself to facilitate the uptake and use of broadband by businesses in the region.

International Connectivity

The international connection work being carried out by Wellington Airport, Centreport and Positively Wellington Tourism continues. Grow Wellington is engaged and will provide direct support as appropriate.

Carbon Neutral

Grow Wellington's work in this area has involved initiatives related to the Clean Technology Centre of Excellence.

BUSINESS GROWTH

ACTIVATE

Activate works with early stage businesses and entrepreneurs to turn great ideas into great businesses. Through a regional training programme, Grow Wellington works intensively over 16 weeks to guide entrepreneurs through all aspects of starting a business. The programme teams advice and weekly workshops by leading professional service providers with practical one-to-one mentoring support to validate and develop a business.

The Activate team ran six successful regional programmes for 42 participants during the first half of 2009/10, with programmes in Kapiti, Wellington (3), Porirua and a joint programme with VicLink. We were supported in partnership by Nature Coast Enterprise, Pacific Business Trust, the Porirua Chamber of Commerce and VicLink. The Activate team had contact with over 200 prospective companies throughout the first six months of 2009/10 and had 65 entries into our inaugural business idea competition and over 80 attendees at our first quarterly business networking event.

Activate alumni companies continue to grow with a number of companies now turning over export revenues, employing local staff and gaining investment into their respective businesses. In particular Womama Lingerie and Ellen G both now have products stocked in a number of locations around the world including Australia, United Kingdom, Europe and Asia. Brand awareness of the Activate programme has also strengthened and the number of enquiries directly to the programme has increased significantly.



CREATIVE HQ

Creative HQ is a business incubator where bright ideas are turned into commercial realities. We provide an intensive 12-24 month programme for high growth businesses in the Wellington region, supporting them through the challenges of realising their potential and helping to contain the natural risks and costs that come with innovative and transformational early stage businesses.

Creative HQ is one of eight nationally recognised incubators and is the premier incubator for the Wellington region. The incubator provides infrastructure, support, mentoring, access to specialist professional services, contacts and networks. Creative HQ is active in supporting our companies to gain investment and develop domestic and international markets.

Creative HQ incubates innovative businesses with high growth potential to help them transform into world changing businesses.

Creative HQ has continued to make significant progress in the first six months of 2009/10. A key objective for this period was to continue to build our capability and commence scaling activities to support a greater number of high growth businesses.

Creative HQ's strategy and plan for delivering greater regional impact was presented to NZTE. This plan was well received with a commitment from NZTE for additional funding and a move to multi-year support. This funding now totals \$1.8M over three years.

Creative HQ now has a small equity stake in 20 ventures in exchange for services delivered. This has proved an excellent model in aligning the interests and motivations of Creative HQ with our clients. It will also help the incubator become more sustainable over time by receiving appropriate return from our effort invested in clients.

Creative HQ has been actively building relationships with tertiary institutions where we have the opportunity to support research, science and innovation with commercial potential through business creation. This has recently culminated in Victoria University and VicLink transferring the first commercial venture, Wetox Limited, formally into the incubator. An exciting pipeline of VicLink technology and science business opportunities is now forming.

Creative HQ has 15 ventures currently in the incubator having entered eight new ventures and exited/graduated four ventures over the first six months of the year. The incubator has a good number of companies in the advanced stages of our selection process to reach our target of 22 quality growth businesses by year end.

These businesses span wine selection software, FMCG, ICT, clean-tech, visualisation technology, digital screen technology, tourism products, health products, software as a service, Web 2.0, online equestrian services, apparel, HR/recruitment and publishing.

Our alumni companies continue to succeed and grow post incubation. One such example is Silverstripe which is thriving in the US market and is a Deloitte Fast50 company two years running. Our graduate companies' economic contribution for the 2007/08 year was calculated by NZTE at \$45M and they continue to grow at an average rate of more than 40% p.a.



INNOVATE

During the past six months, the Innovate programme has maintained its key areas of focus: assisting regional companies to optimise commercialisation of intellectual property and acting as a conduit to collaborative research and investment.

The businesses we have engaged with are innovative 'go global' businesses from a range of sectors and across the Wellington region: from the burgeoning food 'cluster' along the Kapiti Coast, to pioneers in nutraceuticals; exploiters of indigenous resource, to pioneers in 'clean tech' and established players in the ICT and digital sector. Helping these companies optimise their commercialisation practice has comprised better understanding of the scope and international status of their IP, but also shifting the mind set from analysis and development, to action. This has often meant that companies engage with Grow Wellington's resources and support over a long period.

Through its involvement with the TechNZ Partner Network, Grow Wellington has continued to take a qualitative approach to the applications it submits for review and has shared knowledge of IP best practice – national and international – with the partner network.

Connection with key stakeholders has also grown with a number of advisory consultations, for example, with Business NZ, MED, CRIs, MFAT, MoRST, TPK, regional universities, Institute of Directors, as well as various international institutions and commercialisation bodies.

Plans have also progressed for an IP and innovation portal which will be developed over the next six months.

Grow Wellington's Innovate programme continues to be particularly valid in the current economic climate, when companies strive to raise their game to compete on the international stage and Wellington enhances its position as a relevant economic region.

COMMUNICATIONS AND MARKETING

The first six months of 2009/10 have seen the implementation of the annual Grow Wellington Communications and Marketing Plan. This included:

- Media relations - updating database of key media, managing relationships with key regional business media, actively promoting Grow Wellington stories, case studies, press releases, and developing media plans for relevant Grow Wellington business units. Highlights were the significant media coverage gained for the proposed Digital Innovation Hub - a key initiative from the Screen and Digital Centre of Excellence - and securing a Dom Post business column for the CEO to be published on a quarterly basis
- Media coverage - this continued to increase. On average Grow Wellington generated about 15 media placements per month



- E-newsletters – Grow Wellington’s weekly e-newsletters went out to our 985 strong database. The number of people who subscribe to the quarterly e-newsletter ‘Inspire’ has now reached 216. Inspire gives readers the latest news on the variety of businesses Grow Wellington connects and inspires.

The annual client survey for 2008/09 was conducted, revealing that 84% of clients would refer Grow Wellington to a third party.

The Annual Report and Quarterly updates of the Regional Economic Outlook were produced.

Telling the Wellington Story – a new internet gateway for Wellington

Following a key recommendation in the Wellington Regional Strategy, this project has progressed to the next level which is to develop a new internet gateway for the region which is planned for launch in April.

This Gateway concept has been developed with Positively Wellington Tourism and will use *WellingtonNZ.com* as the domain name/gateway for all visitors - not just short term leisure visitors but those looking to live, work, study and do business in the region too.

This site currently gets over 100,000 visitors on average per month so the exposure is high and the new portal home page will dedicate a third of the space to the live/work/study/do business messages.

STATEMENT OF INTENT MEASURES

	Output/Activity 2009/10	Measures 2009/10	Status as at 31.12.09
Centres of Excellence	Digital NZ Institute for Screen Innovation secured and ratified as the facilitator of digital entertainment development and base of CoE Establish a pipeline of significant future activities for CoE	3 tertiary education and 3 commercial organisations committed to Institute Business case for Institute completed	1 tertiary education and 6 commercial organisations committed to Institute Business case completed
	Biotech and Life Sciences Establish the Health Education and Research Collaborative Centre (HERCC) Manage international collaborations and alliances for the HERC	Commitment from 6 foundation members for location and participation.	3 foundation members secured for location and participation and 9 additional partners secured.
Film	Integration of global marketing plan into international joint venture projects Improved system for film and location permits explored	Client sector <u>survey</u> shows 80% satisfaction 520 film industry enquiries managed	Satisfaction rating at year end 343 enquiries managed
Food & Beverage	Food Wellington marketing story implementation	Complete MRI impact report 10 partners committed to Food Wellington development 3 projects initiated for food and beverage sector Sector <u>survey</u> outcome showing satisfaction and export results	On track – scheduled to be completed by 30 June 2010 Commitment secured via Food Advisory Group (12 partners) One major initiative launched –Wellington on a Plate. LCB initiative continues Survey results at year end
Primary	Grow Wellington facilitation of irrigation project for Wairarapa Regional Irrigation Trust	5 initiatives delivered to explore irrigation economic spin offs In client sector <u>survey</u> participants give 80% rating of support for initiatives	Economic Impact and Cost/Benefit Analysis report commissioned by GWRC Satisfaction rating at year end
Manufacturing	Implementation of manufacturing projects – graduate programme and specialty hubs roll out for manufacturing innovation	3 projects scoped and 2 from last year being implemented for manufacturers 40 commercial introductions made with 80% satisfaction from our client <u>survey</u> agreeing these introductions led to commercial results	Optimising Manufacturing programme started with 2 companies and 2 graduates In-Bound trade mission for Building/Construction related product manufacturers scoped 18 introductions made to Grow Wellington programmes or external commercial opportunities Satisfaction rating at year end

	Output/Activity 2009/10	Measures 2009/10	Status as at 31.12.09
Education	International student attraction marketing plan implemented	4 initiatives to help generate increased student inflows	3 initiatives underway to help generate student inflows - <ul style="list-style-type: none"> • Vietnam Agent Awards • China Working Holiday Scheme • Development of new Education Wellington Website
	Knowledge product market development activities deliver value, eg international contracts.	4 education businesses involved in market development programmes for their products and giving 75% satisfaction rating in client <u>survey</u> 80% of EWI members satisfied in client <u>survey</u> with delivery against identified needs	3 education businesses involved in market development programmes: <ul style="list-style-type: none"> • Open Polytechnic NZ • WelTec • Whitireia Satisfaction rating at year end
Business Growth	Activate Deliver programme for new venture opportunities in all regions	9 programmes are delivered to 72 opportunities 80% graduate	2 programmes are completed and 4 are started. These programmes are delivered to 52 opportunities. Of the 2 programmes completed, 94% graduate.
	Incubate – Creative HQ Complete programme enhancement to lift quality and quantity of resident companies	20 residents 1 exit by resident or alumni	15 residents 4 exits
	Accelerate Define and identify target companies for Accelerate services Innovate Define and pilot service delivery of Innovate programme to generate more IP and innovation	Accelerate clients give 70% satisfaction rating	Survey at year end
Skills	Grow Wellington is actively engaged with Wellington regional skills initiatives Targeted skilled migrant programme in place	80% satisfaction rating from employer clients in <u>survey</u> response to question about meeting their skills needs. 30 employers and recruiters accessing the database per month.	Satisfaction rating at year end Database discontinued

	Output/Activity 2009/10	Measures 2009/10	Status as at 31.12.09
Investment	<p>Consolidation of club membership and deal pipeline</p> <p>Angel HQ business plan prepared to progress to independence of Grow Wellington.</p> <p>Awareness raising programme improves uptake of investment services</p>	<p>45 Angel HQ members presented with 12 deals with 3 deals closed.</p> <p>25 commercial introductions made with clients reporting 80% satisfaction in annual <u>survey</u>.</p>	<p>25 Angel HQ members presented with 6 deals with 2 deals closed</p> <p>29 commercial introductions made</p> <p>Satisfaction rating at year end</p>
Improving Broadband Use	<p>2 projects – one to improve broadband use in targeted digital industry companies and one to provide a resource for companies looking for information about broadband supply and costs</p>	<p>Satisfaction survey measure for those companies involved</p> <p>6 partners involved in project to establish broadband resource</p>	<p>Grow Wellington represented on Broadband Advisory Group (BOG)</p>
Raising the Value of International Gateways	<p>Plan developed to deliver better connectivity for the Region's exporters</p>	<p>A set of measures will be devised when there is greater clarity about Grow Wellington's role in this work</p>	
Building an excellent Economic Development Agency	<p>Good Employer Leadership, Accountability and Culture</p> <ul style="list-style-type: none"> - engagement processes with employees and opportunities for them to participate in decisions <p>Flexibility and Work Design</p> <ul style="list-style-type: none"> - consideration of flexible work practices to accommodate staff employment requirements <p>Explore and carry out JRA workplace survey on employee engagement</p>	<p>90% staff retention</p> <p>[JRA benchmark measure to be confirmed]</p>	<p>75% staff retention</p>
	<p>Social and Environmental responsibility Explore initiatives to reduce energy use and enhance recycling practices</p>	<p>Power bill reduced by 10%</p> <p>Paper usage reduced by 10%</p>	<p>Power bill increased by 6.5%</p> <p>Paper usage reduced by 6.5%</p>



	Output/Activity 2009/10	Measures 2009/10	Status as at 31.12.09
	<p>Sound Business Practice Establishment of a clear process of assessing leadership, strategic planning, client focus, measurement and knowledge management, workforce focus, process management and business results</p>	7 outcome oriented processes and timetables in place to ensure excellence is achieved	3 processes in place for improving internal communication; client management; and prioritisation.
	<p>Communication In accordance with 09/10 Communications Plan Grow Wellington website complete and fully operational</p> <p>Launch 'The Wellington Story' and get buy in from key stakeholders to use it in their international marketing</p>	<p>2000 unique website visits a month</p> <p>25% response to annual survey with 80% of those surveyed acknowledge that the website is a valuable resource</p> <p>20 partners are using the Wellington Region's story to promote their business</p> <p>12 media releases, 4 stakeholder newsletters and 50 e-newsletters produced</p>	<p>Tracking Tool for website visits implemented from November 09. 2,000 unique visitors in November and 1,164 in December.</p> <p>Satisfaction rating at year end</p> <p>The Wellington story will be launched in April 2010.</p> <p>20 media releases, 2 stakeholder newsletters ('Inspire') and 24 e-newsletters produced.</p> <p>Satisfaction rating at year end</p>
	<p>Knowing our Region Promotion of Grow Wellington's role as a source of regional economic information</p>	80% satisfaction rating from clients requesting information on the regional economy	



STATEMENT OF FINANCIAL PERFORMANCE

Grow Wellington Limited Ltd Statement of Financial Performance

Year to date figures for the period ending 31 December 2009

	Current Period \$	Same Period Prior Year \$
INCOME		
GWRC Contribution	2,071,170	2,141,181
Grant Income	510,304	261,984
Sponsorship	14,000	8,500
Other Income	205,167	298,152
Interest income	2,552	2,844
Total Operating Revenue	<u>2,803,193</u>	<u>2,716,661</u>
LESS COSTS OF SERVICES		
Personnel	1,472,790	1,386,842
Direct Costs	935,418	959,668
Overheads	365,452	347,208
Total Expenditure before Depreciation	<u>2,773,659</u>	<u>2,693,718</u>
Depreciation & Amortisation Expense	29,534	22,943
Total Expenses	<u>2,803,193</u>	<u>2,716,661</u>
Net Surplus (Deficit)	<u>0</u>	<u>0</u>



Grow Wellington Limited
Statement of Financial Position
For The Period Ending 31 December 2009

	Current Period	Same Period Prior Year
ASSETS		
Cash and bank balances	537,350	212,009
Total Accounts Receivable	127,170	121,260
GST Paid to Suppliers	51,319	53,114
Prepayments	0	356
Fixed Assets (Net of Accumulated Depreciation and Amortisation)	140,544	160,553
Total Assets	856,383	547,292
LIABILITIES		
Payables		
Trade Creditors	59,128	130,2514
Sundry Creditors	51,364	45,263
GST Collected from Customers	112,836	113,810
GST IRD Transactions	0	0
PAYE / Withholding	62,163	66,316
FBT Payable	0	0
Income Tax Payable	0	0
Total Payables and Accruals	285,491	355,640
GWRC Contribution Advance	30,830	(271,090)
Income in Advance	404,544	325,601
Bonds Creative HQ	8,533	6,311
Holiday Pay Liability	70,008	55,170
Total Liabilities	799,406	471,632
EQUITY		
Capital	0	0
Accumulated funds and retained earnings	56,977	75,660
Profit (Loss) For the Period	0	0
Total Equity	56,977	75,660
Liability and Equity	856,383	547,282



Grow Wellington Limited
Statement of Cashflows
For the period ended 31 December 2009

Reconciliation to Operating Profit	31/12/2009	31/12/2008
<u>NET SURPLUS</u>	0	0
Add (Less) Non Cash items:		
Depreciation and Loss on Disposal	29,534	22,493
Amortisation	0	0
	<u>29,534</u>	<u>22,493</u>
Add (Less) movements in Working Capital items		
(Increase) Decrease Accounts Receivable	54,096	(4,002)
(Increase) Decrease Prepaid Expenses	14,890	45,861
Increase (Decrease) in Sundry Creditors	(243,345)	(315,265)
(Increase) Decrease in Taxation Payable	0	0
Increase (Decrease) in Income in Advance	328,751	316,331
Increase (Decrease) in Creative HQ Bonds	1,778	(889)
Increase (Decrease) in GST Payable	10,769	55,884
	<u>166,939</u>	<u>97,920</u>
Net Cash Inflow from Operating Activities	<u><u>196,473</u></u>	<u><u>120,413</u></u>



Grow Wellington Limited

Income and Expenditure by Activity for the Six months to December 2009

Income	Actual	Budget
GWRC rates	2,071,170	2,141,181
Other	<u>732,023</u>	<u>575,480</u>
	2,803,193	2,716,661
Expenditure		
Developing Centres of Excellence	659,882	544,567
Supporting Priority Sectors	1,026,600	1,023,815
Grow and Retain Existing Businesses	1,201,526	1,053,379
Grow Broadband	44,453	37,960
Raising the Value of our International Gateways	22,227	18,980
Carbon Neutral Region	<u>44,453</u>	<u>37,960</u>
	<u>2,803,193</u>	<u>2,716,661</u>





CONNECT  facilitate



GrowWellington

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