

WELLINGTON REGIONAL STRATEGY (WRS)

IMPLEMENTATION PLAN

January 2013

DRAFT

1. Introduction

The refreshed Wellington Regional Strategy 2012 provides a platform for collaborative action that will lift our economic performance.

This plan outlines such actions to be undertaken over the next 10 years. Detailed activities and measures will be presented in the annual plans of the organisations involved in delivery functions. While there are many private sector, government and community contributors to implementing the WRS, the focus of this plan is for the WRS Office, Grow Wellington and local government activities. This will include working with all other interests.

The current environment is challenging. Local government and regional reform risk diverting our attention away from the delivery of services and regional collaboration. Also Government austerity measures are having a direct impact on employment and confidence in the region. The WRS action plan will provide, in the short term, a basis to focus activities where the need is greatest and we can provide the most leverage for the private sector to help grow the regional economy.

2. Scope

This plan covers a 10 year period within which more detail will be reflected in annual plans from the constituent councils, Grow Wellington and the WRS Office. For the purposes of this first year, more detail is provided on the WRS Office activities and is attached as Appendix 1.

Activities are aligned to each of the six WRS focus areas and categorised as short, medium or long term in nature. Most activities will have an element of continuity over a 10 year period as they transition through stages of maturity and achieve the desired results. Other projects will be a direct response to regional economic issues, Government initiatives and local government priorities.

The collective activities of the councils, Grow Wellington and the WRS Office will be reported against by the WRS Office. This monitoring role forms part of the action plan.

This implementation plan will be reviewed as part of the monitoring programme and any review of the WRS.

3. Background

The WRS was refreshed and consulted on during 2012 as part of the Long Term Planning (LTP) process. There are six focus areas:

- (a) Commercialisation of innovation – focus on science and technology driven innovation
- (b) Investment mechanisms for growth – attracting international investment and connecting business to international networks
- (c) Building world class economic infrastructure – ensuring that the foundation infrastructure promotes regional prosperity
- (d) Attracting business, investment and talent to the region – a targeted approach to attracting business, investors, skilled migrants and students
- (e) Education and workforce development to service regional economic needs – ensuring the region’s skill needs are met by building on existing connections and programmes
- (f) Open for business – promoting a “can do” attitude and facilitating an environment where smart business flourishes

3.1 Governance and Leadership

The WRS is governed by the WRS Committee consisting of the 8 Mayors, the Regional Council chair and five independents. Strategic direction and regional leadership is provided by this body.

Leadership has many facets, all crucial to the success of the WRS’s activities. The importance of presenting a united Wellington view to the business community, using personal relationships to influence agreed outcomes and providing guidance on priority actions all form part of the leadership functions.

A working relationship with Government politicians, department chief executives and business investors will be required to direct resources to projects of regional (and national) significance to the economy.

See Diagram of WRS structure and relationships attached as *Appendix 2*

3.2 Delivery Functions

Grow Wellington is the primary WRS delivery agency. It will provide services and programmes primarily in areas (a), (b), (d) and (e). The WRS Office and council services will focus on activities in the remaining two areas where they have greater influence i.e. (c) and (f).

Council officer guidance and project support is provided through the Chief Executive's Group and implemented via the Senior Officers Resource Team (SORT).

The WRS Office based at Greater Wellington provides administrative support, research and monitoring functions, and project facilitation services for the WRS and governance arrangements.

Co-ordination of implementation activities is desirable, particularly across local government interests. An economic development managers groups has been established to better co-ordinate, inform and action both local and regional projects that collectively contribute to the WRS objectives.

4. Implementation of WRS focus areas

The collective actions of *Grow Wellington*, the WRS Office and specific local government initiatives are outlined in the tables below. These are recorded for each of the focus areas.

An indication of delivery timeframes is provided through short, medium and long term activities. Many services will be continuous to some degree however emphasis by sector, urgency and opportunity will differ over time.

Annual results and measured have been extracted from the WRS and *Grow Wellington's* 2012/13 business plan. Such measures will be refined as data becomes more accessible and recording processes become more sophisticated.

Table 1: WRS Focus area 1

1. Commercialisation of innovation		
Outcome: An increase in the new high values products and services coming out of the Wellington Region		
Annual Results/Measures		
<ul style="list-style-type: none"> ➤ 1000 new jobs annually rising to 1500 from 2014 ➤ Growing businesses percentage of revenue coming from products and services in the previous 3 years. ➤ Level of R&D carried out by companies 		
SHORT TERM	MEDIUM TERM	LONG TERM
Provide direct support services for businesses in regional growth sectors (Creative & Digital, Food & Beverage, Clean Technology, Education, Specialist Manufacturing) targeted at businesses with revenues in the 0.5k to \$10million ranges. This will include facilitation to access research capability and investment.		
Business incubation of high growth businesses and start ups. Focus on alignment with regional growth sectors. Develop pathways for exit including transition to other facilities eg Biz Dojo for Creative and Digital companies.		
Advanced Technology Institute (ATI) – develop and promote the business case for Wellington location and retention of other core research capability.	Identification of suitable businesses and facilitation into ATI. Provision of business support and investment services for businesses working through ATI on product development.	
Innovation for Health Challenge – help on path to commercialise selected new ideas in the health field.	Provide sector specific events that encourage creative business ideas and match these with development/commercialisation opportunities.	
Clean Tech Centre in Kapiti – input into long term plans for Clean Technology Park. Tenant attraction and support of the activities.	Attraction and business support of Clean Tech Park tenants.	
Identifying successful “anchor businesses” in the region that could act as a catalyst for the expansion of support businesses.	Attraction and business support services that promote the expansion of targeted activity and commercialisation of new products.	

2. Investment mechanisms for growth		
<i>Outcome: more investment in areas where the region would like to grow and in direct foreign investment</i>		
Annual Results/ Measures		
<ul style="list-style-type: none"> ➤ 20 companies receive >\$1 million investment ➤ R&D grants \$4 million ➤ Business training/services vouchers of \$520k ➤ Number of businesses transitioned to Focus 500 level 		
SHORT TERM	MEDIUM TERM	LONG TERM
Providing or arranging services for businesses to assess their needs, help increase their capability and make them investment ready. Provide and/or promote a range of support services, events, training options and specialist expertise as appropriate.		
Facilitating trade and investment opportunities both on shore and off-shore through events and networks.		
Investigate set up of new investment groups aligned to growth sectors	Facilitating network of private investors for local companies and projects.	
Establishing and /or promoting investment funds for local business activity (eg Pounamu Fund).	Providing deal making services in matching off-shore investments with local business	
Making international investment and business connections, including the Sister Cities network.		
Establish process to co-ordinate international visits and business events across the region		
Assess options to support and/or partner on Iwi projects	Project partnerships with Iwi	
Advise on, promote and support government policies and programmes that will provide access to capital and help businesses become “investment ready”.		

Table 3: WRS Focus area 3

3. World class economic infrastructure		
Outcome: The region has reliable infrastructure		
Annual Results/Measures		
<ul style="list-style-type: none"> ➤ Wairarapa water project technically and financially feasible ➤ Regional infrastructure “pinch points” remedied ➤ Port development and expansion support by council activities ➤ Long haul flights introduced ➤ Broadband uptake and application highest in NZ ➤ Infrastructure performance benchmarked as highest in NZ 		
SHORT TERM	MEDIUM TERM	LONG TERM
Stocktake of infrastructure activities and plans. Identify projects of maximum economic benefit.		
Develop business case for regional and individual business uptake of UFB. Identify applications that would help drive growth.	Regional broadband project – promote business uptake UFB, promote new technology applications, promote access to Council information that will result in new uses/applications by the private sector.	
Benchmarking of regional infrastructure against international practices to assess infrastructure gaps	Monitoring infrastructure improvements over time. Provide analysis and advise on infrastructure investments that provide greatest economic benefit for the region.	
Assess infrastructure resilience issues as they arise and develop options to remedy. Direct implementation through NIU (Resilience), Lifelines group, Councils as appropriate.		
Wairarapa water use project -technical and financial feasibility	Dam and supply network construction	Development of new/increased production options. Establish production and market supply chains.
Progress land use planning initiatives for regional economic drivers and infrastructure. Key projects in transport hubbing and commercial land zoning.		
Investigate regional funding option for runway extension at Wellington airport	Support business case to attract long haul flights in/out Wellington and/or facilitate regional initiatives to help funds and progress runway extension	

4. Attracting business, investment and talent		
Outcome: Increase in talent, high value business and investment coming into, and being retained in, the region		
Results		
<ul style="list-style-type: none"> ➤ \$200m in new investment ➤ 5 major (>\$3m) business attraction and investment deals ➤ 25 business attraction projects in process ➤ 7,000 students study in the region ➤ 500 film enquiries ➤ Large projects investigated and progressed to financial investment stage 		
SHORT TERM	MEDIUM TERM	LONG TERM
Regional branding and marketing collateral developed. Marketing and communications plan.	On-going marketing and attraction programme, co-ordinated with government agencies and private sector initiatives.	
Identifying investment opportunities in target sectors and future skill needs to attract.	Targeted talent attraction programme. Identify opportunities to retrain local talent.	
Preparing business case material and advancing projects that will attract international business, talent and investment. Current potential projects include a Marine Energy Centre, and Science and Technology Park.		
Facilitating local networks and leveraging off events for investment, talent and business attraction eg KEA network, Sister Cities, Animfx and international expos		
Attracting and supporting international students, working through the tertiary sector and international agencies. Promote development of pastoral care options in the region.		
Identify where council and regulatory services can be improved to attract and produce films in the region.		
Continuation of film industry attraction programme and the provision of "film friendly" services and processes.		
Ensuring aftercare for skilled migrants and international students is in place.	Monitoring provision of support services and retention rates for skills migrants, students etc	

5. Education and workforce development		
<p>Outcome: Improved levels of integration between business, tertiary and research sectors, and an improved skill set to meet future demand</p> <p>Annual Results (Grow Wellington)</p> <ul style="list-style-type: none"> ➤ 200 interns placed ➤ Mechanisms established for business to skills introductions in targeted sectors ➤ Improvement in level of student enrolments (and courses offered) in priority sectors 		
SHORT TERM	MEDIUM TERM	LONG TERM
Research regional skills supply, current and future business needs for key sectors. Identify potential interventions.	<p>Promoting where the future job opportunity and skill requirements are. As part of any business capability programme, work with individual businesses to grow, develop and attract their skill supply.</p> <p>Advocate for tertiary courses that help meet future skill demands required by business.</p>	
Work with government agencies to inform, influence and implement programmes targeted at skills/youth development, reducing unemployment and retaining skilled migrants in the region.		
Review Wellington Region Labour Market Strategy (WRLMS, 2006) and delivery arrangements.	<p>Progress priority projects in WRLMS.</p> <p>Link future skills needs to “talent” and industry attraction initiatives.</p>	
Develop partnerships between tertiary, research and business sectors to grow and retain a talent pool.	Work with specific sector bodies to help match skills demand with supply. Provide matching services between providers and business. eg internship programmes, cadetships, short term research projects,	
Establish and support mechanisms to match tertiary trainees with business opportunities that will result in promoting a local labour supply and training commitments from the business sector.		

Table 6: WRS Focus area 6

6. Open for Business		
Outcome: Wellington region is known as a place in which it is easy to do business		
Results:		
<ul style="list-style-type: none"> ➤ Common Council processes/policies/rules established for targeted services to business ➤ More council held information of value to business and wider community made publicly available (eg procurement opportunities, property information) ➤ Co-ordinated response to attracting, retaining and welcoming major developments into the region ➤ Perception survey demonstrate Wellington region is regarded as “business friendly” 		
SHORT TERM	MEDIUM TERM	LONG TERM
Local economic development functions within individual Councils providing a range of business support services and promoting streamlined internal processes.		
Developing common format and information access methods (as appropriate) that Councils would use for business related information eg. information for businesses on Council websites, procurement opportunities. Link regional material into national business portals (eg business.govt)		
Regional business support and facilitation services. Regional co-ordination of international events and visits between councils, and with government agencies and business.		
Survey businesses to identify what regional and council related activities (where this is discretion) can be streamlined. Identify options to progress.	Progressing collaborative projects including common plans, policies and practices related to business activity and processes.	
Provide advice, evidence and advocacy to Government on regulatory changes and programmes that help provide an improved “business friendly” environment.		
Investigate the development of tools that provide regional information at central points eg commercial property, zoning rules, infrastructure capacity, buildings for sale/lease.	Progressing development of tools and resources in partnership with Councils and private sector	

5. WRS Office Roles

5.1 WRS Support Services

The WRS office provides administrative and advisory services for the various governance arrangements associated with the WRS. These include the WRS Committee, Senior Officials Resource Group (SORT) and Chief Executives Forum where required.

The primary function is to ensure that these groups have the necessary information to make informed decisions, and the opportunity to have input in the activities of the WRS. This will range from extensive research projects undertaken by external expertise through to internal collation of information in response to specific issues raised by the WRS Committee or member councils.

5.2 Communications

Raising the awareness of the WRS and communicating its benefits and results to the Wellington public will be critical to achieving its longer term objectives. There is a wealth of business and economic information yet it can be difficult for the general public to understand the “Wellington story” and how it relates to everyday interests.

This awareness raising will be a fundamental role for the WRS Committee and supported by the WRS office. Communication activities will also include promoting success achieved by Grow Wellington, the WRS Office and Councils where there is a direct link to the WRS.

Key roles and activities will be:

- Providing a single voice and position on major issues for the region
- Providing media commentary on topical matters
- Advocacy to government on policies and programmes that impact on the region’s economic interests.
- Providing regular media material and publications highlighting business successes in the region, and performance trends.
- Organising economic related workshops as a basis for sharing information, harnessing resources and planning future actions

The WRS has a website that will be updated regularly. The site contains background information on the WRS, details on specific projects, research and reports, and contact information. This provides a vehicle for the general public, researchers and stakeholders to directly find relevant information.

There will be instances where the scale or technical requirements of a specific project warrant a separate (but linked) website. Current examples are the Genuine Progress Index and Open Spaces portals.

5.3 Project facilitation

The WRS Office will take a lead role in facilitating projects in focus areas 4 & 6 - Infrastructure and Open for Business. This will involve working with, and the co-operation of, other parties. Such parties include the councils, Grow Wellington, infrastructure providers and sector organisations.

There will be instances where Grow Wellington, for whatever reason, will not be in a position to deliver all aspects identified in the other four WRS focus areas. The role of the WRS Office will be to identify such gaps and either:

- lead a programme of work, or
- facilitate arrangements to then hand on to the appropriate delivery agency (including Grow Wellington)

In the short term, projects for the WRS Office will be determined through analysis of where there are delivery gaps in the *infrastructure* and *open for business* areas, and where a significant economic benefit can be made through direct interventions.

5.4 Monitoring, research and evaluation

Evidence of progress, understanding regional economic dynamics, promoting the value of projects and informing future Council interventions will be a critical part of the strategy's implementation. Stakeholders will be expecting different levels of information and analysis. Some will be content with regular informal updates on activities while others will require robust analysis and evidence. The work programme recognises this range of needs.

Work will focus on three areas:

- research and analysis that informs and directs the future activities of the WRS. These are likely to be project specific however may include benchmarking exercises for example.
- evaluating the benefits of particular projects, programmes or activities
- monitoring the collective activities of implementing the WRS in a way that provides both statistical rigour and an understanding of the contributing factors to these.

It is proposed that the WRS monitoring and evaluation will be a mix of qualitative and quantitative information. Statistical data will be complemented with analysis on how trends (both positive and negative) might be explained; and what local government interventions might assist. This helps forward planning and any review of programme deliver.

The work of the WRS Office will be complemented by the numerous industry and government publications that provide regional and sub-regional information. As necessary

such information will be circulated, interpreted and/or reported on depending on their relevance to the WRS programme.

The table below outlines the products, and functions of these, that will be produced on a regular basis. The WRS Office will have a lead role for some of these. For other products it will be an input or reporting function. These monitoring activities are divided into three levels – aggregation of information from across sector, wellbeing and TA boundaries; annual reports of stakeholders; and regular updates.

Table 7: WRS Office research, monitoring and reporting

ACTIVITY	ACTION	LEAD	FUNCTION
Aggregated Monitoring			
Survey and Benchmarking exercises	GPI project - complete final report. Update GPI website material (2 yearly) Undertake Full Cost Account (FCA) exercises for selected GPI indicators Input as required into: Quality of Life Core Cities project	WRS Office and partners Metro Councils Metro Councils	Provide range of meaningful indicators and trends to record in council reports, annual reports and policy monitoring exercises. Also to inform advocacy positions for change of legislation, funding or structure.
Annual Regional Economic Profile and analysis	Annual Regional Update Report (Econometric, market analysis and recommendations). Include sub regional data and analysis as practical.	WRS Office	Information for council and annual reports. Inform LTP priorities and funding. Inform delivery of programmes.
Organisation Annual Reports			
Annual Reports (incl Councils' reports, Government agencies reports, Chamber of Commerce)	Annual report on WRS implementation Collate material from annual reports as it relates to WRS focus areas	Grow Wellington WRS Office	Help determine the effectiveness and scale of activities as measured against established results/criteria. Accountability to stakeholder interests.

Regular reports and Updates			
Project and activity reports	<p>Council EDAs (Annual Summary)</p> <p>Grow Wellington Projects (eg Creative HQ)</p> <p>Wairarapa water scheme</p> <p>Destination Wellington</p> <p>Community and private sector partner projects</p>	<p>Individual Councils</p> <p>Grow Wellington</p> <p>GW</p> <p>Grow/WCC/PWT</p> <p>Project lead agencies</p>	<p>Evaluate progress on specific projects and groups of activities</p> <p>Reports to respective committees or groups</p>
Regular external publications	<p>Monitor material from likes of econometrics firms, government agencies and sector organisations. Use as support evidence and anecdotal material in annual reports and communications material.</p> <p>Produce in-house quarterly summary of above reports to distribute to WRS stakeholders (including councillors)</p>	WRS Office	General update on areas of interest, early signal for areas of concern.

Appendix 1 - WRS Office Summary Action Plan 2012/13

Activity Area	Programme details	By When	Budget	Measure
Administrative support to: 1. WRS Committee 2. SORT	<ul style="list-style-type: none"> • Organise agendas for WRS Committee meetings and workshops. • Prepare papers, reports and appointments as required. • Provide minutes of SORT meetings • Annual report 	Per meeting schedule As required October 2012	Committee fees	All papers, minutes and reports prepared on time
Communications 1. WRS and related websites 2. Committee updates 3. Grow Reports and information 4. Information dissemination 5. Stakeholder Meetings	<ul style="list-style-type: none"> • Maintain and update WRS & GPI websites • Provide WRS Office material to councillors • Ensure reports from Grow Wellington • Relevant external reports, briefs, papers etc circulated to stakeholders • Weekly session with Grow Wellington • EDA forum established • Updates with key government agencies (MBIE, NZTE) 	On-going Quarterly Quarterly As required Monthly mtgs Say 2 monthly	\$5,000 \$20,000 external project advice	Increasing hits Customer feedback Joint projects Amount of market intelligence
Research and Monitoring 1. Fundamental research	Identify and carry out research and policy initiatives as directed by SORT and where	As required	\$50,000 for consultancy	3 research projects completed related.

	possible in partnership with partners, including Grow Wellington and councils. eg. labour market supply- demand study, future technology applications			
2. Environmental Scanning	Review and collate appropriate research material to help inform and advice WRS Committee and GW councillors	As identified		6 reports related to WRS activities
3. WRS Monitoring	Annual monitoring and evaluation of WRS report (incl sub-regional data and analysis)	By May 2013	\$50,000 consultancy	Report completed
	Evaluation of Grow Wellington's performance and contribution to regional economy	Process agreed by June 2013		Evaluation Report
	GPI and Full Cost Accounting. Review GPI indicators and apply FCA to examples in WRS workstream.		\$50,000 consultancy	GPI review completed. FCA analysis completed.
Project Facilitation & Management				
1. Grow Wellington focus areas	Identify and assess areas in focus areas 1,2, 4, 5 where there may be gaps in delivery or attention by other parties. Facilitate initiatives to address any real gaps and involve Grow as appropriate.	August 2012		Assessment completed. Facilitate new initiatives for Grow.
2. Infrastructure	Stocktake of regional infrastructure	September 2012		Stocktake

<p>3. Open for Business (Business Friendly Councils)</p>	<p>activities re Focus Area 3 and gap analysis. Identify projects for WRS including (but not limited to):</p> <ul style="list-style-type: none"> • Broadband uptake and application • Regional transportation hub and logistics planning • Disaster risk mitigation measures, including related common policies and practices • Airport runway extension <p>Review current “business facing activities” undertaken by Councils and determine where WRS Office can take a lead role in streamlining services, processes or policies that would help improve private sector business performance. Establish project group/s as required for this focus area of work. Progress specific initiatives (eg regional business portal)</p>	<p>Initiate Nov 2012</p> <p>Initiate Feb 2013</p> <p>Assess by Oct 2012</p> <p>Initiate Feb 2013</p> <p>Review by Oct 2012</p> <p>Project options agreed by SORT</p> <p>Nov Jan 2013</p>	<p>\$50,000 for business case material</p> <p>\$20,000 planning advice</p> <p>\$50,000 consultancy</p> <p>\$20,000 organisational costs</p>	<p>completed</p> <p>Project plan and reports. Promotions to business sectors</p> <p>Project plan and study</p> <p>Business case report</p> <p>Assessment completed and presented to SORT</p> <p>Project plans</p> <p>Projects progressed</p>
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TOTAL BUDGET

\$315,000

Appendix 2: Governance arrangements for WRS



