

WELLINGTON REGIONAL STRATEGY OFFICE  
**ANNUAL REPORT 2008/2009**



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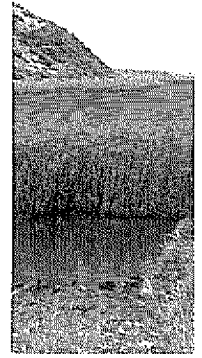
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# CHAIRMAN'S MESSAGE

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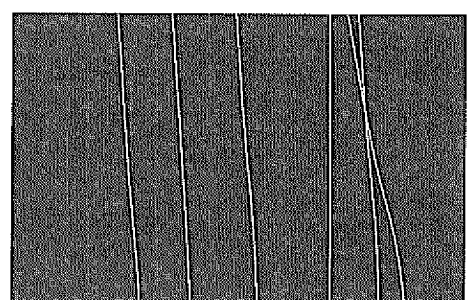
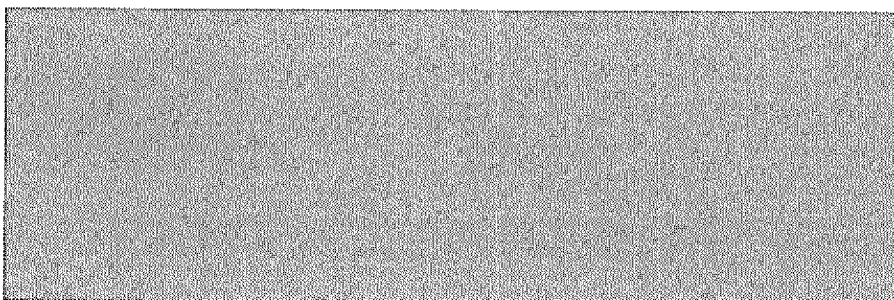


The second year of the Wellington Regional Strategy Committee's role in overseeing the work of the Strategy has been a successful one. The Committee, which comprises six mayors in the region, the Chair of the Wellington Regional Council and five members of the community, has kept abreast of issues impacting on the region and focused its attention on those areas it can have an influence on.

The collaborations across councils in the region have been deepening and council officers are showing more commitment to working for the greater good of the region. Key projects have been implemented and councils are seeing the benefit of some of the outcomes from the good regional form projects that were developed at the start of the Strategy.

The work of Grow Wellington to drive exports and economic development in the region has had greater impetus this year with focus on the Centres of Excellence projects and key collaborations across the region. We give our appreciation to the board of Grow Wellington for their management efforts and key achievements for the year.

**SIR JOHN ANDERSON**  
Chairman



# CEO'S MESSAGE



We continue to be proud of our role as Keeper of the Wellington Regional Strategy and engaged with the work of implementing the actions and principles of the Strategy to help build a thriving and sustainable Wellington region.

The second year of the Strategy has seen considerable progress in the implementation of the projects identified in both the good regional form area and economic development side of the strategy. Collaborations across councils and throughout the region have signalled a growing body of organisations participating in the development of actions leading to the on-going prosperity of the region.

The three tiers of the strategy are:

**1) Leadership and partnership.** The establishment of the Wellington Regional Strategy Committee is the key mechanism for this. It is made up of seven of the region's mayors and five independent appointees. There is a strong governance structure supported by an efficient and comprehensive reporting mechanism.

**2) Regional scale economic development agency.** We set up Grow Wellington to be this agency and their Statement of Intent and separate annual report outline how the agency continues to progress with great vigour. Through collaborations with businesses and other organisations they have developed a much deeper understanding of the needs of the region's business community and have developed plans to help businesses survive the new climate. Developments in the Centres of Excellence arena have seen the establishment of two centres of excellence in the health innovation and screen and digital areas.

**3) Good regional form.** This relates to how our urban and rural communities link together in terms of their physical arrangements. With strong city and town centres, matching transport decisions to urban and rural needs, integrated open spaces and recreational amenities, residents can enjoy an increase in the quality of their lives.

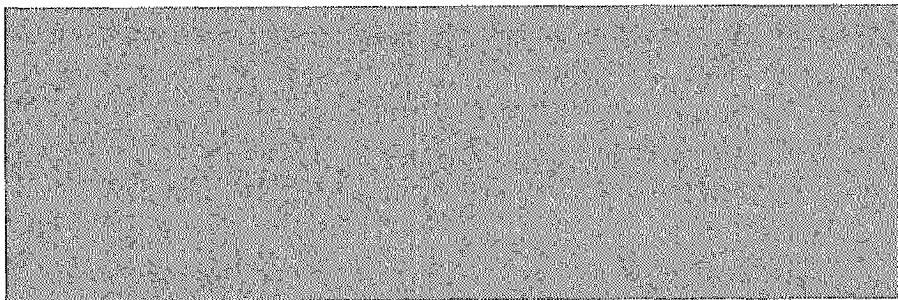
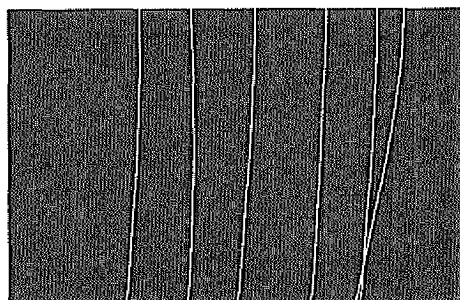
The projects identified in this year's annual report are the focus of the good regional form part of the strategy. One of the most innovative and exciting projects being driven by the Wellington Regional Strategy office is the development of a Genuine Progress Index. This will provide us with a much more realistic measure of the well-being of the region than other more traditional methods such as GDP (Gross Domestic Product).

The Wellington Regional Strategy identifies broadband as a key enabler of economic growth and one of seven priorities. This is particularly around innovation and productivity benefits, but also that high quality broadband infrastructure can transform the delivery of education and health services and facilitate new forms of community engagement and participation in public life. Councils throughout the region are working together to create a fibre-friendly region by looking at how they can coordinate policies around new trenching technologies, aerial deployment and road openings as well as encouraging greater uptake of broadband across the region.

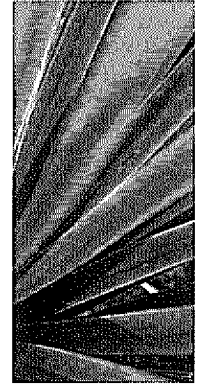
Quality open space is a fundamental requirement of world class cities and regions. By having great parks, well connected walking tracks and high quality natural areas close to our doorstep, the region will be better placed to ensure its success as an attractive and sustainable region while meeting the needs of the community and visitors. The development of a regional Open Space Strategy and Action Plan will ensure there is a well-coordinated and promoted open space network for the region.

The key aspect of the Wellington Regional Strategy is collaboration. Councils and other key organisations throughout the region are working well together, sharing information and contributing to the overall prosperity of the region. The development of good working relationships across councils has had innumerable benefits for the region already and I can only see this developing further as the strategy implementation progresses.

**DAVID BENHAM**  
CEO Greater Wellington



# 1. INTRODUCTION



The Wellington Regional Strategy (WRS) is a sustainable economic growth strategy which aims to make the Wellington region "internationally competitive". It was developed by the nine local authorities in the region, working in tandem with central government and business, education, research and voluntary sector interests. It was fully adopted in May 2007.

The WRS is focussed on regional actions that can realistically make a difference. It contains 68 initiatives to realise our economic potential and enhance our regional form. The Wellington Regional Strategy Office was set up in 2008 to coordinate half of the project streams of the Strategy and to report to the Wellington Regional Strategy Committee and the Chief Executives Group. The Office helps drive the "good regional form" initiatives of the Strategy in conjunction with the councils of the region. These address such issues as transport, availability of industrial land, affordable housing, urban design and open spaces, which are all the things that contribute to our quality of life.

Grow Wellington is the economic development agency charged with the task of implementing the economic initiatives of the strategy, particularly those relating to investing in growth of the regional economy through exports.

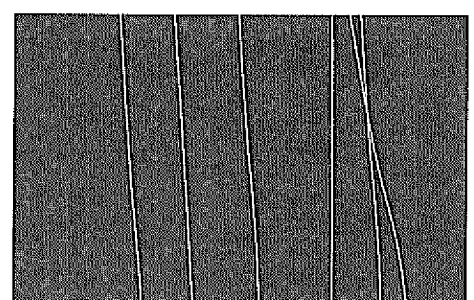
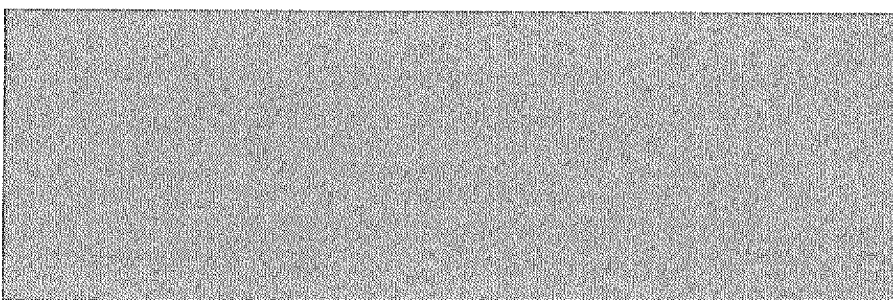
After 18 months many of the projects have got underway and are starting to show real progress. The development of a Regional Open Space Strategy and Action Plan, the development of a Regional Broadband Plan and the development and implementation of the Region Urban Design Action Plan, are all tangible outputs from councils and others working together. The significant body of work on the Genuine Progress Index is nearing completion and a final report will be presented to the WRS Committee at the end of the year.

Other strategies that relate to the WRS include the Wellington Region Labour Market Strategy and the Wellington Regional Settlement Strategy. The Wellington Regional Labour Market Strategy has been re-configured and a number of the earlier workstreams have been amalgamated.

The Wellington Regional Settlement Strategy pilot project was completed and some of the learnings from it have now been incorporated into an internship toolkit for employers that the Ministry of Social Development has developed.

*"Advances in communication and travel mean that regions compete globally. To ensure a strong economy that will attract talent and skills, our incentives will need to revolve around lifestyle, career and incomes. Wellington offers a great lifestyle, so a continuing focus on economic growth is vital to achieve our objectives."*

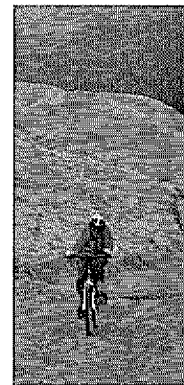
— SIR JOHN ANDERSON



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# The outcomes we want

The high level outcomes we want from a sustainable economic growth strategy are:



## COMMUNITY OUTCOMES FOR THE WELLINGTON REGION

### PROSPEROUS COMMUNITY

All members of our community prosper from a strong and growing economy. A thriving business sector attracts and retains a skilled and productive workforce.

### CONNECTED COMMUNITY

Our connections and access are efficient, quick and easy – locally, nationally and internationally. Our communication networks, air and sea ports, roads and public transport systems are world class and enable us to link well with others, both within and outside the region.

### ENTREPRENEURIAL AND INNOVATIVE REGION

Innovation, creativity and new endeavours are welcomed and encouraged. Ideas are exchanged across all sectors, resulting in a creative business culture. We have excellent education and research institutions, and benefit from being the seat of government.

### HEALTHY ENVIRONMENT

We have clean water, fresh air and healthy soils. Well functioning and diverse ecosystems make up an environment that can support our needs. Resources are used efficiently. There is minimal waste and pollution.

### QUALITY LIFESTYLE

Living in the Wellington region is enjoyable, and people feel safe. A variety of healthy and affordable lifestyles can be pursued. Our art, sport, recreation and entertainment scenes are enjoyed by all community members – and attract visitors.

### SENSE OF PLACE

We have a deep sense of pride in the Wellington region and there is strong community spirit. We value the region's unique characteristics – its rural, urban and harbour landscapes, its climate, its central location, and its capital city.

### REGIONAL FOUNDATIONS

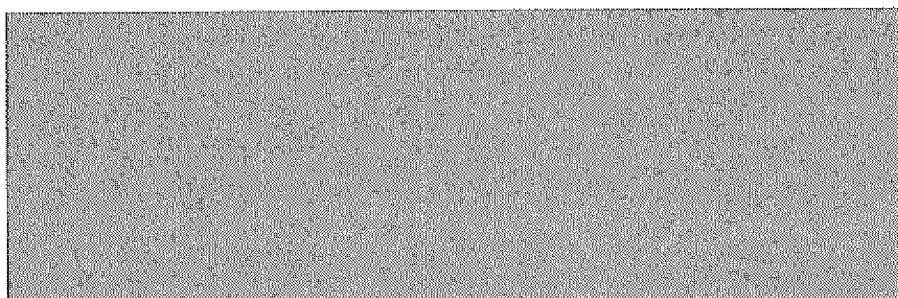
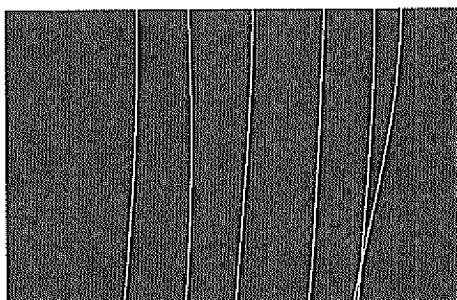
High quality and secure infrastructure and services meet our everyday needs. These are developed and maintained to support the sustainable growth of the region, now and in the future.

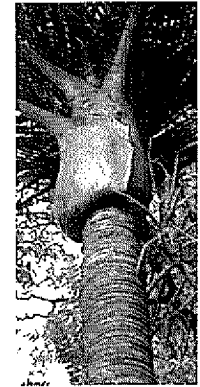
### HEALTHY COMMUNITY

Our physical and mental health is protected. Living and working environments are safe, and everyone has access to health care. Every opportunity is taken to recognise and encourage good health.

### STRONG AND TOLERANT COMMUNITY

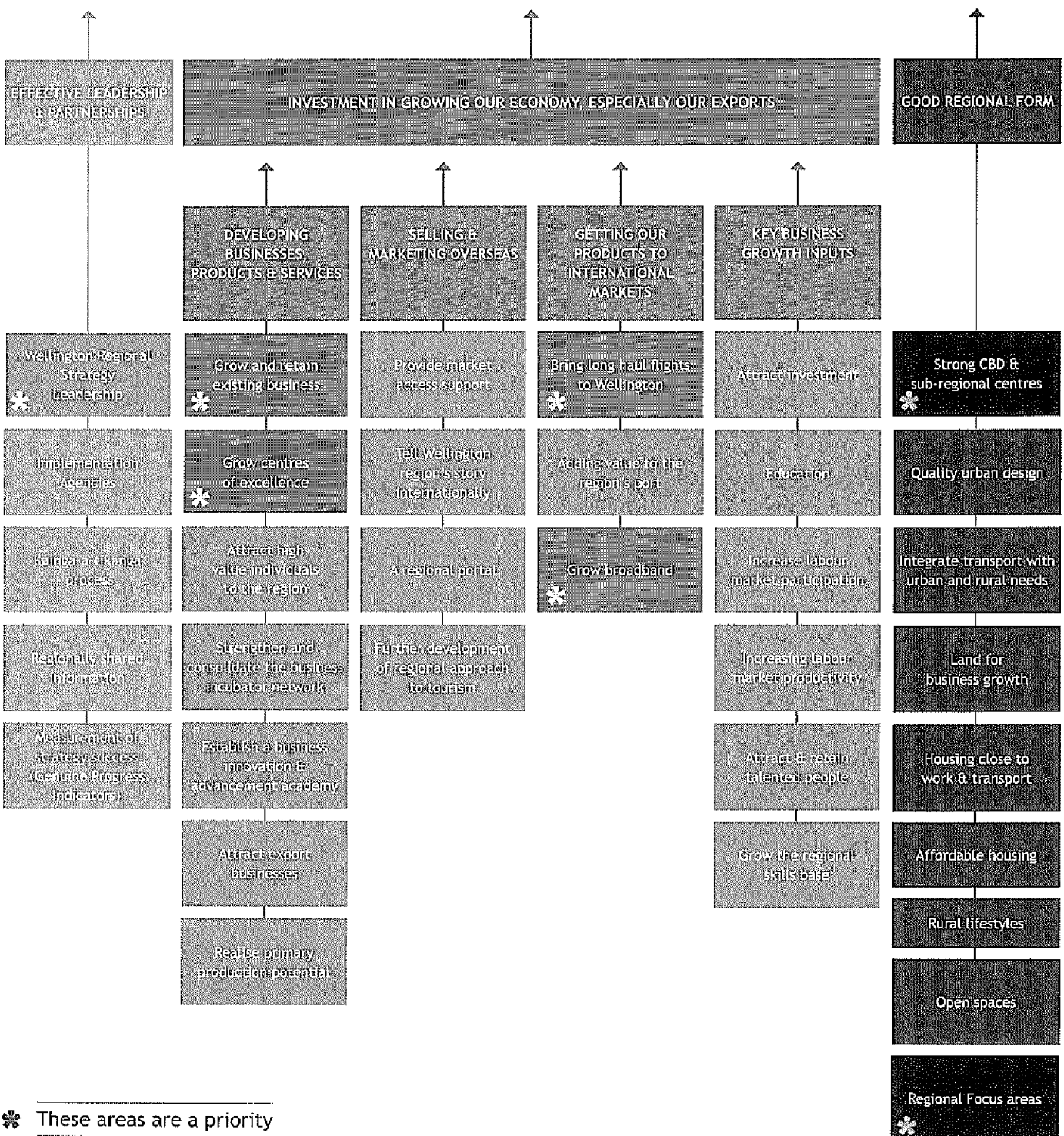
People are important. All members of our community are empowered to participate in decision-making and to contribute to society. We celebrate diversity and welcome newcomers, while recognising the special role of tangata whenua.



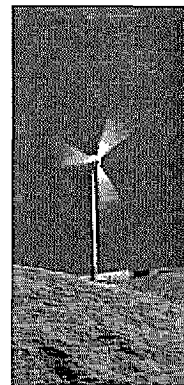


The strategy incorporates a range of initiatives & partnerships. These are summarised in the diagram below.

## A Sustainable Economic Growth Strategy for our Region



\* These areas are a priority



## Three focus areas for sustainable growth

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### FOCUS AREA ONE: LEADERSHIP AND PARTNERSHIPS

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Most of the WRS initiatives are about facilitation — bringing together the key players that can deliver on the region's sustainable growth objectives. This will only occur if the region can show effective leadership and forge partnerships between the local authorities of the region, central government, business and the education, research and voluntary sectors.

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### FOCUS AREA TWO: GROW THE REGION'S ECONOMY, ESPECIALLY ITS EXPORTS

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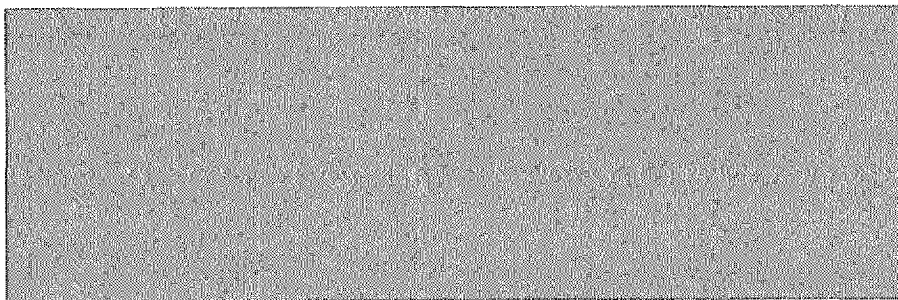
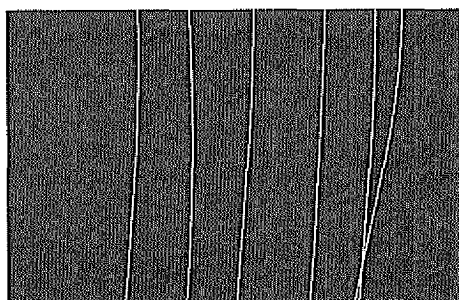
The region's economic growth has been less than the national average in the last five years. This needs to change and we need to export more — the region is too reliant on the rest of New Zealand for its growth.

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### FOCUS AREA THREE: GOOD REGIONAL FORM

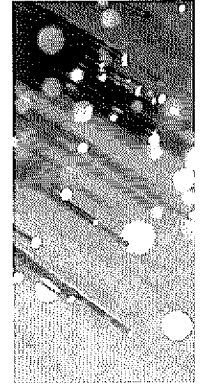
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Regional form is about the physical arrangement of urban and rural communities and how they link together. It's about strong city and town centres, matching transport decisions to urban and rural needs, quality urban design, open spaces, recreational amenities, housing choice and so on — the things that contribute to our quality of life.





## 2. PROJECTS



### 2.1 Broadband

#### PURPOSE

The Wellington Regional Strategy identifies broadband as a key enabler of economic growth and one of seven priorities. This is particularly around innovation and productivity benefits, but also high quality broadband infrastructure can transform the delivery of education and health services and facilitate new forms of community engagement and participation in public life. The use of high speed communications technologies is seen as necessary for the region to be a leader in the knowledge economy and to operate as a creative centre distant from many markets.

The purpose of this workstream is:

- > To enable collaborative work across the region in the area of broadband and to assist in the provision of fast and affordable broadband for the region
- > To develop a regional action plan for broadband and to promote greater investment in broadband in the region
- > To help promote the uptake of high-speed, broadband-based technology in the region

#### WHO'S INVOLVED

A working group called the Broadband Operational Group (BOG) was established with a cross section of representatives from each of the TAs, Grow Wellington, central government and district health boards across the Wellington region with interests in the telecommunications sector. There are core SORT (Senior Officers Resource Team) members within the group.

#### WHAT'S HAPPENED

An Expression of Interest was prepared and submitted to the previous government's Broadband Investment Fund (BIF). A regional Broadband Plan was developed based on the BIF, however this has now been superseded by the current government's Broadband Investment Initiative (BII). The region has participated in the policy development process for the BII framework managed by the Ministry of Economic Development. The final form of this has just been announced and the

Government is committed to the roll-out of ultra-fast broadband to 75 percent of New Zealanders over ten years. Investment will be directed to an open access, wholesale-only, passive fibre network infrastructure through a regional deployment approach. Councils are identified as a key to the delivery of fast and affordable broadband fibre.

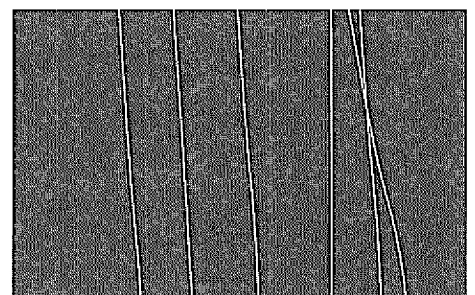
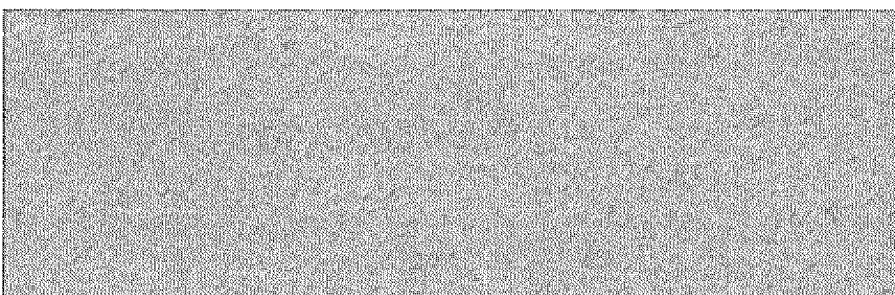
As a consequence of these changes, the focus for BOG has been to develop a series of workstreams aimed at reducing the cost and increasing the speed of in-ground fibre installation for Broadband Investment Initiative (BII) rollout. This is seen as the most appropriate role for local government, which has a strong interest in the benefits of broadband to communities and remains intrinsically involved as controller of the local road corridor, owner of many assets that would be useful to fibre deployment, and is a significant user of communication technologies in its own right (for example in libraries and property data management).

Whatever structure is used or company delivering, significant additional fibre rollout is anticipated over the next few years. This work is designed to ensure that the Wellington region is at the forefront of these developments and is "fibre friendly". The establishment of a Wellington region Local Fibre Company (LFC) is expected to be a particular focus.

#### FORWARD WORK PLAN

Four priority workstreams have been determined to help in the deployment of fast and affordable broadband to the region.

- > Establish a stocktake of council policies on access to council assets (eg ducts, pipes, buildings), including charging regimes and legal agreements with a view to developing a region-wide policy
- > To have an agreed position on region-wide rules for aerial deployment
- > Develop region-wide rules for new trenching technologies
- > Develop an online tool for businesses in the region to access up-to-date information on broadband speeds and costs





## 2.2 Genuine Progress Index (GPI)

### PURPOSE

The Wellington Regional Strategy is being monitored utilising a Genuine Progress Index (GPI). A GPI is a more holistic measure of economic development that makes a distinction between the wider costs and benefits of economic activity that are invisible in traditional GDP-based accounting mechanisms. For example, the GPI values the economic contributions of household and volunteer work and of ecosystem life support services, but counts crime, pollution, sickness and environmental degradation as costs, not gains to the economy.

A GPI is a long-term monitoring and policy tool which can add value to the analysis of the WRS and decisions applying to the region. The main aim of this project is:

To develop a Genuine Progress Index to monitor the WRS and to measure the economic, social, environmental and cultural wellbeing of the Wellington region. It is to be based on the WRS outcomes that underpin the wellbeing goals of the WRS

### WHO'S INVOLVED?

The GPI Working Group is leading the GPI project. It comprises representatives from each of the TLAs. Some of the members are responsible for undertaking the LTCCP monitoring work within their councils.

### WHAT'S HAPPENED?

There has been a phased process that has involved:

- > Development of a GPI monitoring framework for the period 2001-2008 (see diagram for conceptual framework)
- > Gathering and analysis of data
- > Reporting on framework

The GPI working group developed a set of criteria to assist in the selection of indicators. Indicators were chosen to specifically reflect the descriptions of each of the community outcomes. Overall there was a recognition that not all indicators will capture everything. It was also considered important to keep indicator numbers somewhat contained. All indicators have been weighted equally.

The choice of indicators was also based on feedback received at workshops held with the WRS Committee, Greater Wellington's Sustainability Committee and Ara Tahi. In addition, a workshop with the Population Health Division of the Planning and Funding

Directorate of the Capital and Coast District Health Board helped in the formulation of health measures. Consultation with Greater Wellington staff responsible for the Regional Policy Statement also helped inform the selection of indicators. A group of external experts were also asked to review and provide comments on the indicator set.

The WRS recognises the special role of Tangata Whenua in the Wellington region. Maori-specific measures have been developed in liaison with Greater Wellington's iwi advisory group Ara Tahi. Where the data is available, these indicators have been selected as part of the monitoring framework. In some instances where data is not currently collected, the measures have been added to a list of indicators we might like to have in the GPI in future years. Where possible, indicators have been disaggregated to the level of age, sex and ethnicity. This enables reporting on a range of indicators of particular significance to tangata whenua.

Data largely comes from existing sources (e.g. Statistics New Zealand, Quality of Life survey, Ministry of Social Development Social Report, Ministry of Health surveys). Other data sources include councils in the region and the Ministry of Education.

The community outcomes define the wellbeing goals of the Strategy and the data for the indicators shows positive or negative progress towards those goals.

In order to combine different types of data, ie economic, environmental and perception data, an index has been created for each indicator based on the best year of data. For example if the best year for the indicator for unemployment is 2005 then all other years for that indicator are indexed relative to that best year. These indexes are then averaged together to provide a picture of the trends for a particular outcome over time. Another way to represent the data is to determine the base year of data (2001) and assess the percentage improvement from that base year to the current year (2008). Both approaches have been adopted in order to more readily convey how the GPI can be understood.

### FORWARD WORK PLAN

A comprehensive report on all the data will be written and presented to the WRS Committee in December 2009. The report will provide a detailed analysis on each Community Outcome and provide a comprehensive picture of the well-being of the Wellington region. It will form a baseline from which future reports can be compared.



## 2.3 Regional Open Spaces

### PURPOSE

Quality open space is a fundamental requirement of world class cities and regions. By having great parks, well connected walking tracks and high quality natural areas close to our doorstep, the region will be better placed to ensure its success as an attractive and sustainable region while meeting the needs of the community and visitors.

The main aim of this workstream was to develop a Regional Open Space Strategy and Action Plan.

### WHO'S INVOLVED?

The Open Space Working Group is a sub-group of SORT (Senior Officers Resource Team) and is comprised of members representing the region's territorial authorities, Greater Wellington Regional Council, Department of Conservation, Queen Elizabeth II Trust and iwi representation. The working group has been led by the Wellington Regional Strategy Office.

### WHAT'S HAPPENED?

A Regional Open Space Strategy and Action Plan has been developed and circulated to all the councils for comment. A vision for open space to 2025 has been developed by the key open space providers across the Wellington region. This vision will guide the future provision and management of open space.

The main outcomes of the Wellington Region Open Space Strategy are:

- > There is a coordinated approach for the development, management and protection of open space across the Wellington region
- > There is collaboration across provider and partner organisations so that resources and solutions are shared and exchanged
- > Opportunities and mechanisms to enhance the regional network are identified across the provider organisations

- > There are improved outcomes and greater efficiencies across the regions' open space providers
- > There is consistent spatial data collection and management across the region
- > Members of the public are well informed about the Wellington regional open space network
- > The needs of the Wellington community are well met

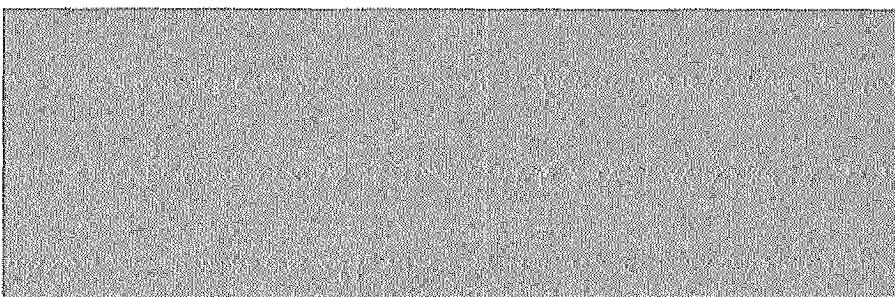
A number of challenges for open space providers have also been identified. A three year action plan (2009-2012) has been developed to identify actions that open space providers in the Wellington region intend to take over this period to address the challenges and help guide collaborative planning for the public open space network in the Wellington region.

The strategy will be implemented through voluntary participation of the open space provider organisations across the region.

The WRS Committee will oversee the implementation of the action plan, which will be coordinated through the regional open space working group.

### FORWARD WORK PLAN

The strategy and action plan will be presented for approval at the 14 October 2009 WRS Committee meeting. The action plan will be reviewed by June 2011.





## 2.4 Regional Urban Design

### PURPOSE

Good urban design is about the look and feel of our cities and town centres. In its broadest context it is significant to the entire region in achieving the quality 'good regional form' outcomes we seek.

There are three urban design actions identified in the Wellington Regional Strategy document namely:

- > All councils in the Wellington region are signed up to the New Zealand Urban Design Protocol
- > The development and implementation of a regional action plan for urban design
- > Review of subdivision design guides across the region

### WHO'S INVOLVED?

An urban design working group, led by the WRS office, was set up to assist with the WRS actions. The working group is made up of representatives from the territorial authorities across the region, the Ministry for the Environment and Victoria University, Wellington. Members of this group have a particular interest in urban design within their own organisations.

### WHAT'S HAPPENED?

A high level Regional Urban Design Action Plan was written and signed off by the WRS Committee in July 2009 and became operative on this date.

The action plan includes a stocktake of urban design initiatives across the region as at March 2009. It also outlines related actions, milestones and responsibilities for action in 2009 covering the following areas:

- > New Zealand urban design protocol
- > education / training
- > urban design information hub
- > best practice
- > register of urban design practitioners
- > peer review panel
- > subdivision design guidelines review
- > annual regional urban design summit

It is anticipated that the action plan will be reviewed annually.

### FORWARD WORK PLAN

The Regional Urban Design Action Plan will be implemented through voluntary participation of the partner organisations named above. Each action has a lead agency assigned to it. It is also proposed to hold an annual Wellington regional urban design summit. The first is scheduled for mid 2010.

### Subdivision Design Guides

#### PURPOSE

The WRS identifies that investment in good regional form is fundamental to successful and sustainable economic growth of the Wellington region, and that good urban design is important to the success of the regional focus areas identified in the WRS. One of the main WRS actions on urban design is a review of subdivision design guides and Codes of Practice for Subdivision and Land Development around the region. This review was undertaken to identify the range of approaches, explore the possibility of achieving greater consistency across the different councils and to recommend best practice options.

#### WHO'S INVOLVED?

The project has been led by Kapiti Coast District Council on behalf of all the councils in the region.

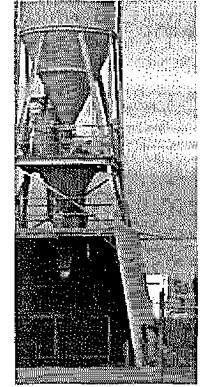
#### WHAT'S HAPPENED?

A stocktake was undertaken to identify variations across the region in the use of subdivision design guides and codes, the general strategic direction across the region around subdivision design and linkages to urban design principles. Research was undertaken in the three areas and assessed against their fit with WRS principles.

An information-sharing forum was held with the SORT team on 2 June 2009 to identify trends, recognise and share examples of good practice and determine whether there are any key recommendations that have emerged from the projects.

Key recommendations coming out of the stocktake and workshop for the region include:

- > Consider linking subdivision design guides to District Plans to encourage good development practices
- > Consider implementing a design review process that includes all relevant staff such as planners, subdivision engineers, asset managers and reserves staff to enable review of development proposals so as to get an organisation-wide response
- > Consider greater alignment of subdivision codes across the Wellington region
- > Consider making a regional submission on the proposed amendments to the national standard around subdivision (NZS4404)
- > Consider greater linkages between subdivision codes of practice and strategic plans, LTCCP's and council asset management plans



## 2.5 Industrial Land

### PURPOSE

The Wellington Regional Strategy recognises the importance of industrial land to the future economic development of the region. Prime industrial land prices continue to rise over time, partly as a result of competition with commercial and residential demands. Once industrial land changes use it will very rarely be available for industrial use again. The region needs to ensure that there is always enough industrial land in the region for predicted use to ensure that the region remains competitive.

The Wellington Region Industrial Land project has components that relate to current use and the future need for industrial land. The first component of this project relates to current use. The aims of the study were to determine:

- > How much land in the Wellington region is zoned to be able to be utilised as industrial?
- > How much land is currently being utilised as industrial land?
- > The impacts of current District Plan rules at each Council regarding land that is/could be used as industrial activity.

### WHO'S INVOLVED?

Hutt City Council is leading this project in conjunction with the TLAs of the region. Additional advice will be sought from the Chamber of Commerce and Employers and Manufacturers Association (EMA Central).

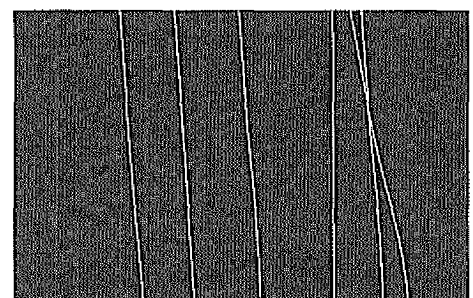
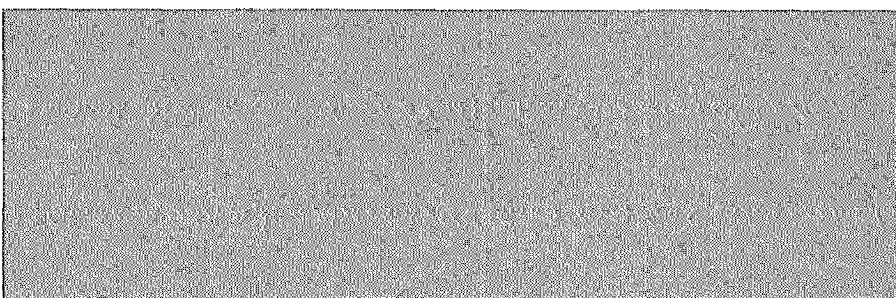
### WHAT'S HAPPENED?

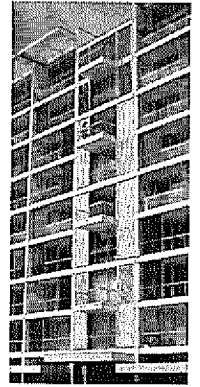
A study was undertaken by Boffa Miskell Ltd on behalf of all the councils to determine the current area of industrial land within the boundaries of each council in the region. The study developed GIS maps of industrial land for each local authority area based on the GIS information supplied by each local authority. This information was then checked with council staff on the ground to ensure accuracy.

A SORT workshop was held on 15 July to present the findings of the study and to assess the value of the information for each council and the region as a whole.

### FORWARD WORK PLAN

Develop an Industrial Land Working Group to help re-focus the project and drive it at a regional level. A SORT workshop is to be held in November to develop future scenarios of what is wanted for the region in relation to industrial land and to identify whether the current area of industrial land is sufficient for future needs.





## 2.6 Intensification

### PURPOSE

The WRS identifies that there is a need to improve housing choice in the region and to encourage medium and higher density housing close to key centres and transport links. Along with more intensive housing, it is important to manage infill housing carefully to protect the character of low-density suburbs. The WRS identifies a number of options for intensification/infill.

### WHO'S INVOLVED?

The project has been led by Wellington City Council with direct input from all councils in the region.

### WHAT'S HAPPENED?

A stocktake was undertaken across the region to identify the strategic context, any variations in planning and policy provisions (statutory and non-statutory), research undertaken in the three areas and their fit with WRS principles.

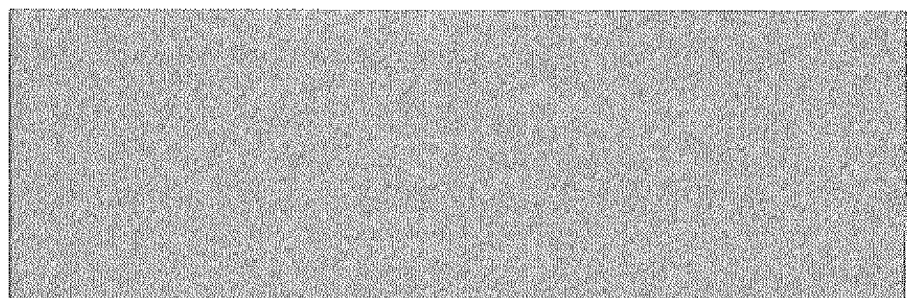
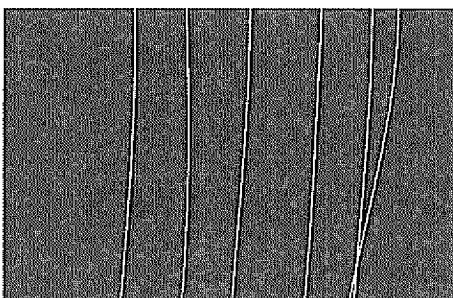
An information-sharing forum was held with the SORT team on 2 June 2009 to identify trends, recognise and share examples of good practice and determine whether there are any key recommendations that have emerged from the projects.

Key recommendations coming out of the stocktake and workshop for the region to consider include:

- > Improving linkages between asset management plans and areas proposed for intensification
- > Collate research on intensification and infill - utilise WRS website for the sharing of information around intensification
- > Investigate mechanisms on development facilitation and determine how council's can provide more leadership on best practice

### FORWARD WORK PLAN

Information on each project will be placed on the WRS website to encourage the wider sharing of information and best practice in this area. Research on intensification practices by each council and by other major councils around the country will be placed on the WRS website. The stocktake will be reviewed in 2010.





## 2.7 Centres

### PURPOSE

The WRS identifies the Wellington CBD and the regional centres as the engine rooms of economic development. It recommends an overall vision for the region's centres which includes improving our information about what is happening in these centres and developing regionally consistent principles for managing big box retailing to minimize their potential to erode consolidation and centre development strategies.

### WHO'S INVOLVED?

This project has been led by Wellington City Council on behalf of all the councils in the region.

### WHAT'S HAPPENED?

A stocktake was undertaken across the region to identify the strategic context, variations in planning and policy provisions (statutory and non-statutory). Research was undertaken in the three areas and assessed against their fit with WRS principles.

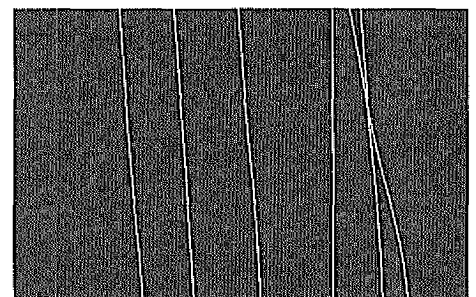
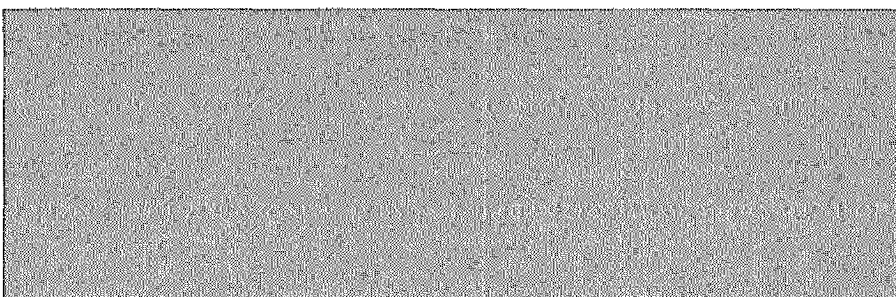
An information-sharing forum was held with the SORT team on 2 June 2009 to identify trends, recognise and share examples of good practice, and determine whether there are any key recommendations that have emerged from the projects.

Key recommendations coming out of the stocktake and workshop for the region to consider include:

- > Develop regional portal for plan changes, research, centre plans (WRS website)
- > Agree a regional protocol across local authorities to encourage the proactive circulation of all relevant urban research and consultation around centre plans and significant plan changes
- > Consider a regionally consistent district plan approach to retail
- > Consider a regional approach to development facilitation (LDA, town centre coordinators)
- > Consider greater partnership and collaboration across town centre coordinators in the region

### FORWARD WORK PLAN

Information on each project will be placed on the WRS website to encourage the wider sharing of information and best practice in this area.





## 2.8 Wellington Regional Labour Market Strategy

The Wellington Regional Strategy (WRS) acknowledges and promotes actions supporting a robust and appropriately skilled labour market within the region. The WRS sets out a suite of actions under the auspices of the Wellington Regional Labour Market Strategy which address the breadth of issues affecting labour market performance.

### PURPOSE

- > To improve productivity levels of the regional labour force and the work place
- > To ensure that schools and training institutions receive the necessary information and support promoting career options that are consistent with regional future skills
- > To support the movement of those sectors of the community with lower labour market participation rates into productive employment opportunities and higher skill levels
- > To help improve the productivity rates of Wellington businesses, with particular emphasis on key regional sectors
- > To encourage sustainable business growth in the region

### WHO'S INVOLVED?

Four work streams have been established and each one is being led by the following individuals:

- > Labour Force & Skills, Mel Harrington (Ministry of Social Development)
- > Promoting Work Choices, Ron Daly (Trade Start, Hutt City Council) and David Bradbury (Career Services)
- > Business Performance – Productivity, Paul Winter (EMA Central)
- > Integrated labour market responses by the tertiary sector - Dr Linda Sissons (WelTec)

Whilst the WRLMS identifies five strategic responses there are common underlying themes throughout the work streams. The sub groups will meet every quarter to ensure there is no overlap with labour market activities and the development of action plans are complimentary to the collective strategic focus of the region.

### WHAT'S HAPPENED?

- > Development of an internship toolkit for senior executives from local, central government in encouraging interns within their workforce.
- > The Department of Labour and the MSD have partnered with the Hui Taumata Trust to develop a strategy to improve the outcomes for Maori in the Wellington region. A partnership agreement will be developed with an action plan that links

to the WRLMS focus areas, this will identify key job creation opportunities by maximising the use of Iwi assets across the region

- > Workplace Literacy is an enabler and a fundamental prerequisite for skill development in the workplace. A Federation of Workplace Literacy provider's group has been set up and a number of workplace literacy programmes has resulted
- > Establishment of an innovation cluster in the Hutt Valley and Porirua for a 12 month innovation pilot project. Supported by Department of Labour and Chamber of Commerce - Hutt Valley and Porirua.
- > Establishment of Job Match project in conjunction with Grow Wellington, MSD, DoL, Council of Trade Unions, Creative Manufacturing.
- > A successful hui was held in April 2008 for secondary schools, tertiary providers and others who work in the transition space from secondary education to tertiary education or to work. The hui was jointly funded by the Department of Labour and the MSD
- > Joint business seminars with Inland Revenue, Department of Labour and MSD on an 'introduction to business seminar'.
- > Organisation of the Regional Economic Summit in April 2009, attended by over 120 people from local, central and business community.
- > Pilot project between WelTec and MSD encouraging the retention of skilled trade's people in the carpentry and building sector that may have been made redundant or working reduced hours, encouraging them to complete their qualifications.
- > Partnership with Biz Information Services, Wellington Chamber of Commerce and MSD - positioning of Industry Advisor at the Biz Info Centre to provide business advice and support in relation to recruitment, business start ups, wage subsidies and redundancy support services (e.g. Job Support Scheme) for 6 weeks
- > Work with tertiary institutions and Grow Wellington around the Centres of Excellence
- > Implementation of Service Academies with secondary schools in the Wellington region as part of the National Government's Youth Opportunities Package
- > EMA Central helped 3 businesses improved their productivity by taking on the sponsorship of a productivity improvement project for SME manufacturers on behalf of the WRLMS.
- > Finalisation of the governance arrangements pertaining to the WRLMS Operational Governance Group to ensure ongoing engagement and ownership of the WRLMS





## 2.9 Refugee and Migrant Recruitment

### PURPOSE

The WRS office hosted this pilot project as a local industry partnership arrangement with the Ministry of Social Development (MSD) and some time into the project also signed a partnership agreement with the Change Makers Refugee Forum. The major findings of the project have particular focus on the area within the Greater Wellington Regional Council boundary.

The pilot project had three major aims:

- > To assist new New Zealanders from refugee and migrant communities who are or are not registered with Work and Income, and/or under-employed, into jobs in councils throughout the Wellington region
- > To develop a migrant and refugee skills inventory database
- > To assist new New Zealanders from refugee and migrant communities who are registered with Work and Income and interested in becoming self employed

### WHO'S INVOLVED?

All of the councils in the region. The project office reported through the Senior Officials' Resource Team (SORT), regional Chief Executives' group, through to the WRS Committee chaired by Sir John Anderson and committee membership of the mayors of the Wellington region.

### WHAT'S HAPPENED?

The pilot project included challenges and strengths of an industry partnership model between local and central government and NGO newcomer service providers. Midway through the project timeframe, the project office undertook to re-focus its approach in light of the fact that the original target of 50 placements was anticipated to not be achieved. The project office responded with alternative strategies to create building blocks that were needed to be in place for a similar future project.

The major outcome of this pilot project was that it helped develop and strengthen some structures and relationships within councils that were not previously in place. These structures and relationships were identified as needed in order to enable local government to achieve successful settlement outcomes for refugees in the Wellington region.

The project office sought information from the Auckland-based Mangere Refugee Resettlement Centre to determine practical settlement links for refugee newcomers who are allocated settlement in the Wellington region. The overarching piece of work drafted throughout the project has been the employment pathway scheme. The priority for the scheme is to ensure

newcomers stay being connected. The first drafting of the pathway tried to map out a settlement journey for newcomers with refugee backgrounds at the centre. Newcomers with either refugee or migrant backgrounds have different settlement needs. It is envisaged that this draft would provide a base document to draft pathways for newcomers from other backgrounds.

The refuge skills database was established and essentially focussed on employment outcomes. The data held will help service providers quantify where refugee individuals are on the un/employment continuum and will include a record of candidates' learning and skills. Work will continue to develop the database. The database will also assist with on-going contact with database candidates that might relate to employment up-skilling opportunities.

The project identified the need for Intercultural Awareness and Communication (IAC) training to be recognised as a New Zealand Qualification Authority (NZQA) unit standard in future. The discussion between human resource managers around the region mooted a regional approach to identify an agreed IAC product for local councils in the Wellington region.

Thirteen refugee participants attended the CV workshops arranged for them. These were set up between the Change Makers Refugee Forum and Career Services through the project office. These participants are now registered with the database. Half of these participants now have jobs.

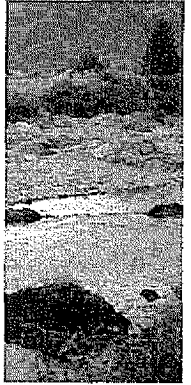
Findings from the single Business Connect workshop revealed that apart from MSD Enterprising Communities, there is no agency work space with regard to refugee enterprise in the Wellington region. Anecdotally, there are many current refugee enterprises in the Wellington region that run the risk of operating outside regulations and run the risk that they continue to do so, given this sector does not have a presence among agency priorities. The Change Makers Refugee Forum will continue to work to establish a support network for refugee enterprises.

Some of the learnings from the project have now been incorporated into an internship toolkit for employers that the Ministry of Social Development has developed.

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## 3. WELLINGTON REGIONAL STRATEGY COMMITTEE

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The governance of the strategy is the responsibility of the WRS Committee. Regional representation is provided by:

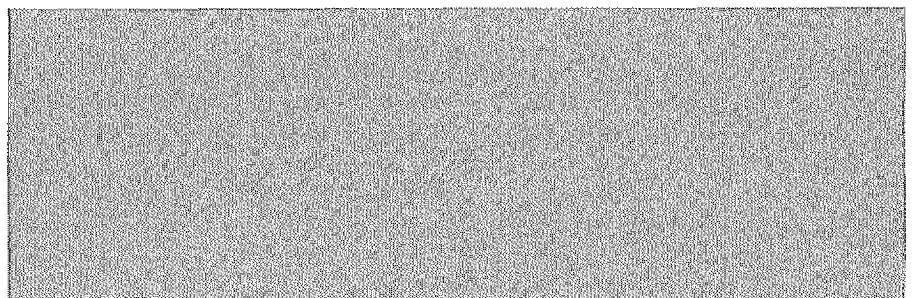
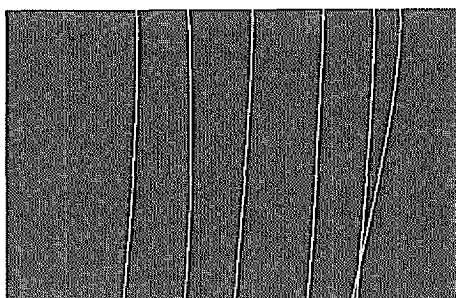
### MAYORS

<b>Fran Wilde (Deputy Chair)</b>	Greater Wellington Regional Council
<b>Adrienne Staples</b>	South Wairarapa District Council
<b>Wayne Guppy</b>	Upper Hutt City Council
<b>David Ogden</b>	Hutt City Council
<b>Kerry Prendergast</b>	Wellington City Council
<b>Jenny Brash</b>	Porirua City Council
<b>Jenny Rowan</b>	Kapiti Coast District Council

### INDEPENDENTS

*There are also five independent appointees representing private sector and business interests:*

<b>Sir John Anderson (Chair)</b>	Consultant and Company Director
<b>Prof Ngatata Love</b>	Prof of Business Development, Victoria University
<b>Paora Ammunson</b>	Chairperson Kahungunu ki Wairarapa Iwi Authority
<b>Catherine Savage</b>	Ex Managing Director of AMP Capital Investments
<b>Major General Lou Gardiner</b>	ONZM, ex Chief of Army, New Zealand Defence Force





FOR MORE INFORMATION CONTACT  
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GW/WRS-G-09/219