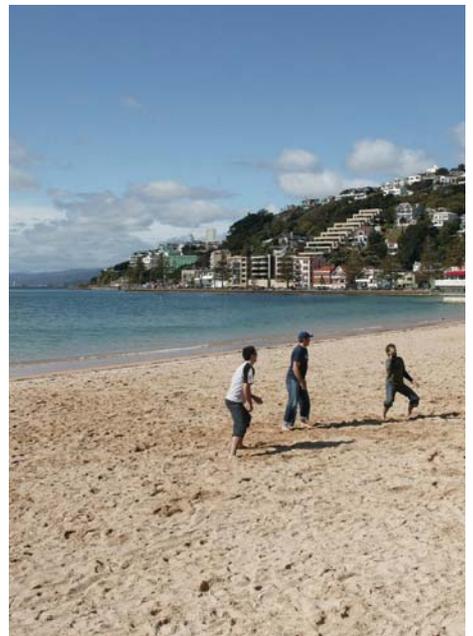


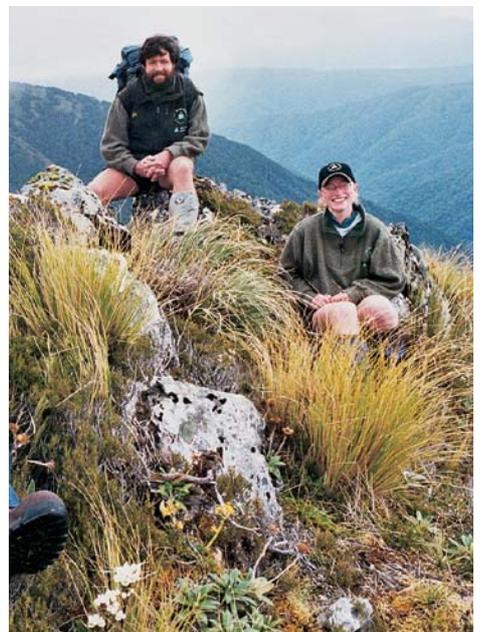
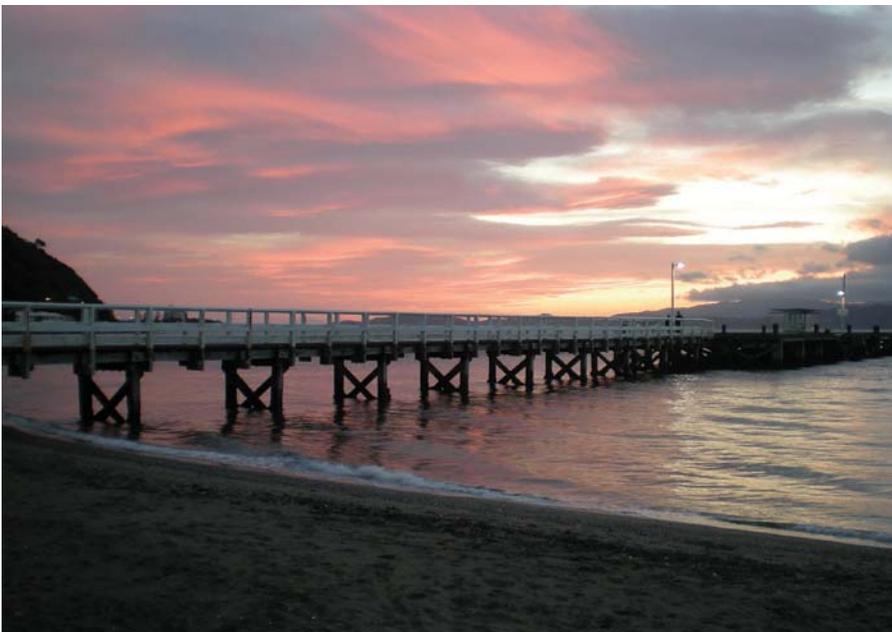
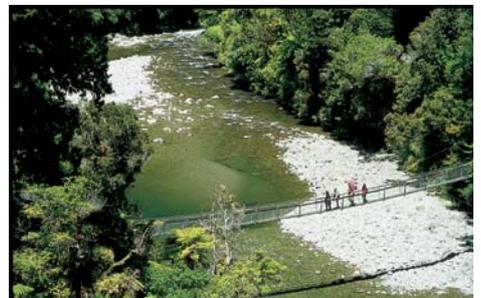
WELLINGTON REGIONAL STRATEGY OFFICE  
**ANNUAL REPORT 2010/2011**



**WRS** | Wellington  
Regional  
Strategy

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## CHAIRMAN'S MESSAGE

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*There are economic spin-offs from having well-configured cities and towns. Less time spent travelling means more time for work and leisure. If we are to achieve sustainable economic growth, we must continue to look after both business and the physical form of the region.  
(Wellington Regional Strategy 2007:32)*

Following the review of the Wellington Regional Strategy it's heartening that the Wellington Regional Strategy Committee has agreed to continue with a regional approach to economic development.

The review highlighted that there remain good reasons for continuing to pursue economic development at a region-wide level, and to fund and deliver economic development activities on a region-wide basis. However, there is much to be done to build on the previous work of the Strategy and to ensure it has the right focus for the coming years.

Grow Wellington has continued to deliver on its major projects, most notably the Business Growth team which assists companies to access funding for research and development projects.

Most of the projects under the Good Regional Form part of the Strategy have made significant progress and councils continue to maintain their commitment to delivering on the projects.

The Wellington Region Genuine Progress Index (GPI) is a major new initiative for the region and it is hoped that the wider public will visit the website for the GPI and understand how it measures the overall well-being of the region.

We recognise the on-going commitment of the councils in the region and Grow Wellington and its Board for progressing the key outcomes of the Strategy.

**SIR JOHN ANDERSON**  
Chairman

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# 1. INTRODUCTION

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The actions proposed in the Wellington Regional Strategy (WRS) document were designed to improve the region's performance in three key areas; ensuring that the region provides great places to live, excellent career opportunities and strong vibrant communities.

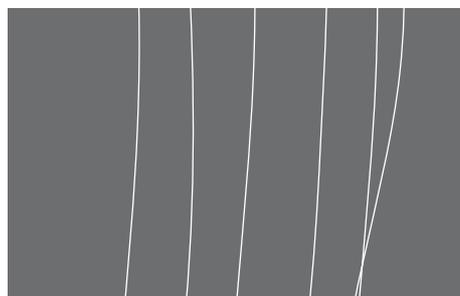
The region's economic development agency, Grow Wellington, is charged with implementing the economic initiatives of the Strategy, particularly those relating to investment in growth of the regional economy through exports. Grow Wellington reports on the economic development projects separately. The focus of this year's WRS Annual Report is on the good regional form projects of the Strategy.

*Good regional form is about the physical arrangement of urban and rural communities including effective environmental management. A well-configured and compact community enhances the quality of life for residents and businesses.  
(Wellington Regional Strategy 2007:32)*

The WRS Office helps drive the "good regional form" initiatives of the Strategy in conjunction with the councils of the region. It 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 Wellington Region Genuine Progress Index (GPI) 2001-2010 and the associated website, released in June 2011, is the first time this region has developed a measure of the region's overall well-being. A GPI is a holistic measure of economic activity that makes a distinction between the wider costs and benefits that are invisible in traditional GDP-based accounting mechanisms. The GPI gives people and policy-makers a more accurate barometer of the overall health of the Wellington region and a much more realistic picture of how our regional well-being is changing over time.

Progress in the broadband area has included working with the Ministry of Economic Development on a set of draft standards for new trenching technologies, and working with Crown Fibre and Chorus on their deployment plans across the region.





The Open Spaces Working Group have continued to work together to achieve the actions set out in their action plan. For the first time, regional maps have been developed which show all scales of open space across the region, and the areas' primary and secondary functions. These maps will allow councils to be able to plan for the future of open spaces across the region.

Urban design training was identified by the Urban Design Working Group as a major component of its work programme for the last year. The group has successfully worked together, providing training for council staff, and developing an urban design training course which will be offered to all elected members in the region.

Collaboration and sharing of information across councils have been key reasons why these projects have succeeded. With councils continuing to work together, we will ensure we continue to reap the benefits for the wider region.

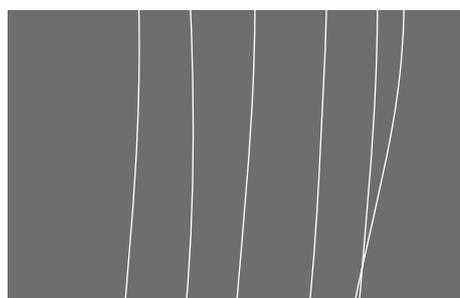
*In 2025 the Wellington region's competitive advantage will be based around its capital status, global links and local geography... A thriving entrepreneurial spirit of new ideas will be encouraged and drive the economy. People will live in safe, clean communities that celebrate the coming together of different cultures. Everyone will enjoy access to sport and active leisure, environmentally friendly outdoors and to thriving, cosmopolitan arts and entertainment.*  
(Wellington Regional Strategy 2007:1)



# The outcomes we want

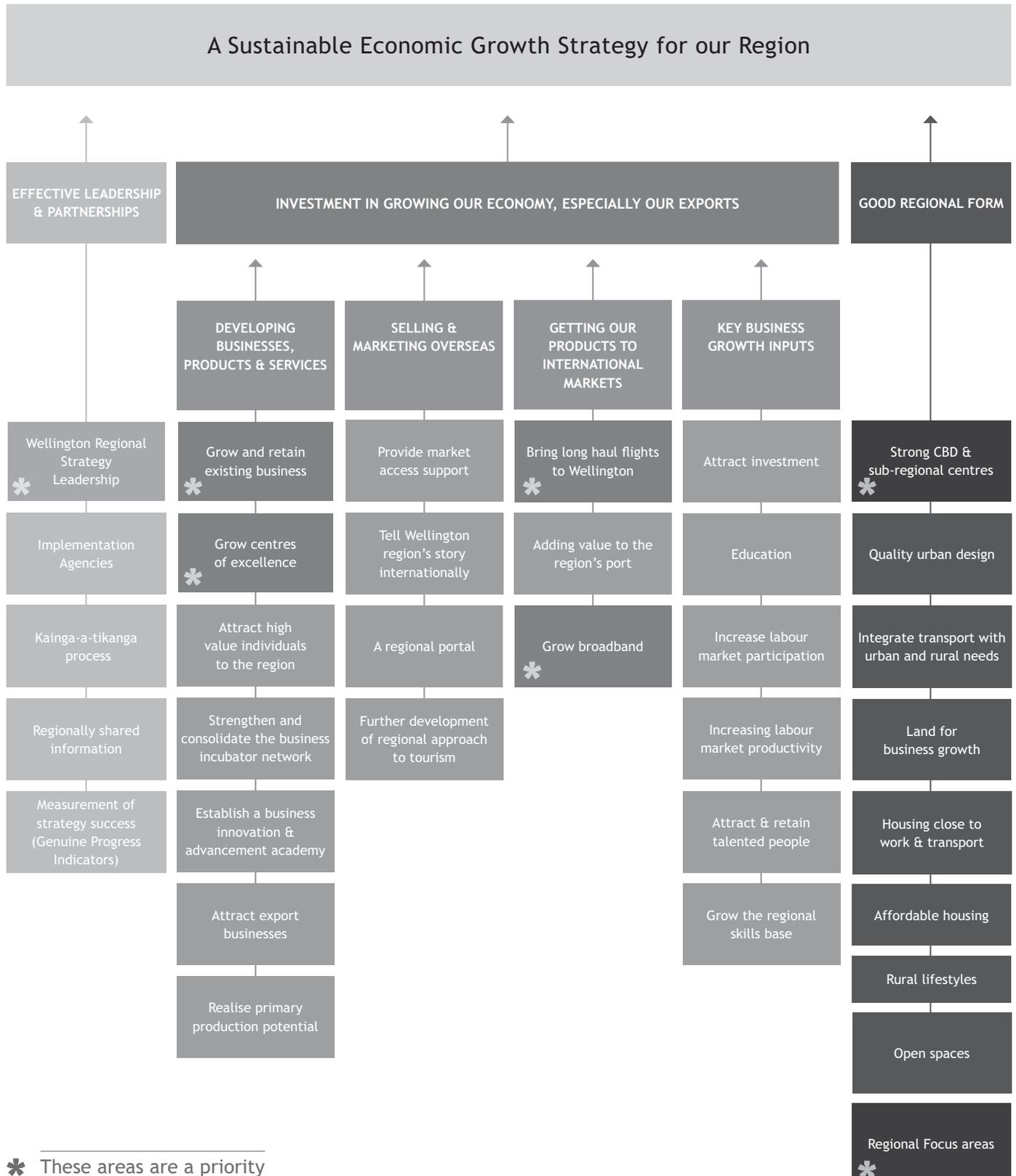
The high level outcomes we want from a sustainable economic growth strategy are:

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.



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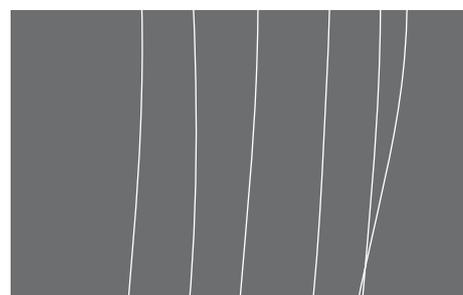
The region’s economic growth has been less than the national average in the last five years. This needs to change and we need to export more – the region is too reliant on the rest of New Zealand for its growth.

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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

Ultra-fast broadband was recognised in the Strategy as a key enabler of economic growth, particularly around innovation and productivity benefits. High quality broadband infrastructure can also 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 focus for this project has been to develop a series of workstreams aimed at reducing the cost and increasing the speed of in-ground fibre installation across the region.

The five workstreams are:

- > Compile a stocktake of council policies on access to council assets with a view to developing a region-wide policy
- > Compile a stocktake of region-wide rules for aerial deployment
- > Compile a stocktake of region-wide rules for new trenching technologies and determine whether a common rule can be achieved across the region
- > Undertake a stocktake of current processes for coordinating road openings across the region and investigate opportunities to improve these processes.
- > Assist in the facilitation of broadband deployment to the rural areas of 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 councils, Grow Wellington, New Zealand Transport Agency and Local Government New Zealand.

#### WHAT'S HAPPENED

Since the Government established its Ultra Fast Broadband Initiative (UFBI) in September 2009 and the Rural Fibre Initiative (RBI) in March 2010, final decisions on key partners have been announced. Chorus will be deploying fibre in both the rural and urban areas of the region.

The Ministry of Economic Development (MED) launched its Deployment Standards Initiative (DSI) in June 2010. The DSI is a joint project being managed by MED, Crown Fibre Holdings Limited and the Digital Auckland Working Party as one of the complementary initiatives being pursued by the Government in support of the rollout of UFB and RBI. The overall aim of the DSI project is to encourage responsible, fast, efficient and cost effective fibre roll-out. The specific objectives of the project are to provide a robust set of fibre deployment standards for new and existing technologies and build support among stakeholders for new deployment techniques. The Broadband Operating Group has been working with the Ministry on the development of draft standards for new trenching technologies.

BOG and Hutt City Council provided support to Chorus, Downer and Marais-Lucas in the suburb of Kelson during January and February 2011, to conduct a micro and mini-trenching pilot as part of the Deployment Standards Initiative. This was the only trial undertaken in the country and provides valuable evidence for technologies that have not been used in New Zealand before. Specialised French-made equipment was imported from Australia for the pilot. The trial deployed micro-ducting in the road carriageway, footpath and berm. Chorus was very pleased with the assistance offered by Hutt City Council.

Because there are now a number of technologies available to install ducts and cables, a tool to assess the suitability of particular technologies in an individual road has been developed. BOG has been involved in the development of a Trenching Technologies Evaluation Tool for assessing duct installation technologies in different road types and conditions. This tool has been picked up by the Ministry for Economic Development to be incorporated into the guidelines associated with the draft standards for new trenching technologies.



A regional corridor managers workshop was held in March to discuss an agreed trenching depth across the region. All the councils' rules were studied and agreement was reached on a common depth and the type of backfill material to be used. Common requirements will reduce the cost and complexity faced by Local Fibre Companies for deployments that cross council boundaries. For conventional trenching and directional drilling techniques the recommended cover depths agreed to by all the councils are 600mm in the carriageway and 450mm in the footpath. These conditions may be applied to approximately 70 percent of the roads in the region.

At a workshop of resource consent planners in December 2010, it was found that whilst there are some district plan conditions around aerial deployment, there was certainly scope for it within most parts of the region and that deployment via this means would be made easier by avoiding areas of a particularly sensitive nature e.g. historic precincts, beachfronts. A stocktake of district plan rules around aerial deployment was completed in April.

Meetings have been held in Wairarapa to discuss the rollout of fibre for the rural areas identified in the Rural Broadband Initiative.

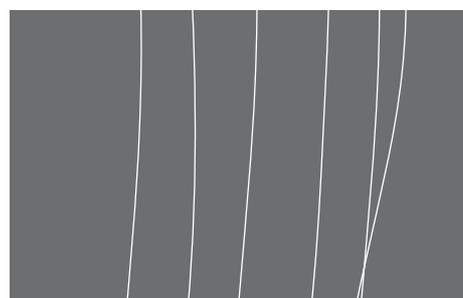
A study was commissioned by BERL to estimate the economic development benefits of an early rollout of fibre for the Wellington region. This study concluded that an early rollout of UFB in the Wellington region could add around 11 percent to GDP growth by 2026, or \$3.65 billion to economy.

Regular meetings have been held with the Ministry of Economic Development, Crown Fibre and Chorus.

#### FORWARD WORK PLAN

On-going work will include regular meetings with Chorus to discuss their imminent network plans for the roll-out in the urban and rural areas of the region. Additional work will involve determining priority areas for subsequent roll-out plans across the region.

Assisting in the coordination of road openings across the region is likely to be a key focus for the coming year. BOG has been in discussion with Chorus about the possibility of developing a global consenting process that can be applied to different districts across the region.





## 2.2 Genuine Progress Index (GPI)

### PURPOSE

In the development of the WRS it was considered important to measure well-being in the Wellington region. The WRS document sets out the requirements for a Genuine Progress Index (GPI) to be developed for the Wellington region and outlines what a GPI is.

A GPI is a holistic measurement tool that governments and communities can use to measure whether a country or region's growth, increased production of goods and expanding services have actually resulted in an improvement or decline in well-being. 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.

It was considered important that the Wellington region GPI be able to assess progress towards the well-being goals of the Wellington Regional Strategy (WRS). These well-being goals are represented by the nine community outcomes identified for the Strategy. The main aim of the GPI is to measure the economic, social, environmental and cultural well-being of the Wellington region.

### WHO'S INVOLVED?

The GPI Working Group, led by the WRS Office, is comprised of representatives from each of the region's territorial authorities, Greater Wellington Regional Council, Grow Wellington, Statistics New Zealand, the New Zealand Transport Agency, Wellington Employers Chamber of Commerce, and Capital and Coast District Health Board. A number of experts have been consulted to assist in the refinement of the GPI.

### WHAT'S HAPPENED?

GPI workshops were held with the WRS Committee on 29 March 2011, and Greater Wellington councillors on 30 March 2011.

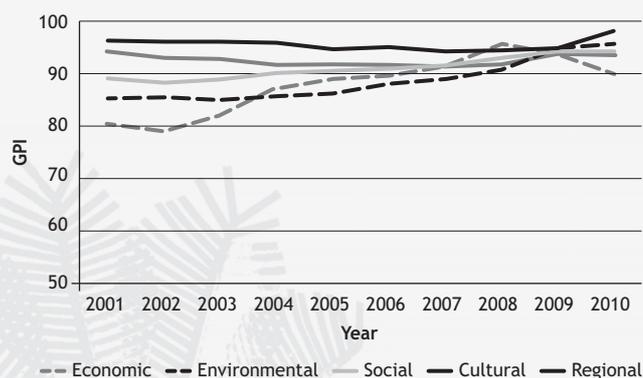
Presentations on the development of the GPI were given to a meeting of the Wairarapa Combined Councils, the Social Development Forum, the Pacific Institute of Resource Management and the Wellington Regional Labour Market Governance Group.

On-going work refining the indicators, gathering and analysing the data, writing the GPI report and developing a website for the GPI have been the key areas of work for the GPI Working Group.

The Wellington Region Genuine Progress Index (GPI): 2001-2010 was approved by the WRS Committee on 30 June 2011.

The report was published and a website launched for the Wellington Region Genuine Progress Index. The aim of this website is to ensure ease of use, ease of comprehension and to reach anyone who is interested in the GPI. The GPI report and individual chapters on each wellbeing area are able to be downloaded from the GPI website.

Below is a summary of the results for each of the well-being areas.



### FORWARD WORK PLAN

The GPI Working Group is investigating future indicators that could be included in the on-going development of the GPI. The Group is also working with Waikato Regional Council and Auckland Council on the potential for developing full cost accounts. Focus will also be given to investigating areas where future work could be developed out of the GPI.



## 2.3 Regional Open Spaces

### PURPOSE

The WRS recognises that 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.

### WHO'S INVOLVED?

The Open Spaces Working Group, led by the WRS Office, is comprised of members representing the region's territorial authorities, Greater Wellington Regional Council, Department of Conservation, Queen Elizabeth II Trust and iwi representation.

### WHAT'S HAPPENED?

The Wellington Regional Open Space Strategy and Action Plan was developed by the key open space providers across the Wellington region and was published in 2011. The development of the Strategy and Action Plan includes a vision for open space to 2025 which will guide the future provision and management of open space in the region.

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

A three year action plan (2009-2012) was developed to identify actions that open space providers in the Wellington region intended to take over this period to address the challenges and help guide collaborative planning for the public open space network in the Wellington region. These workstreams were considered to be of greatest regional significance and would benefit from being handled at a regional level with all the region's councils working together on regional solutions. Areas were chosen where targets could be achieved and regional co-ordination would be beneficial.

For the last year the major focus for the Open Spaces Working Group has been on the following initiatives:

- > Reviewing the action plan to identify a revised set of key objectives for the next year.
- > Developing maps which show all scales of open space across the region. The open space areas have been categorised according to primary and secondary functions (environment/heritage, organised sports/activities and informal recreation/leisure). These maps allow people to be able to plan for the future of open spaces across the region.
- > Updating the open spaces information hub on the WRS website continues to provide information about and links to events and conferences, other websites and documents which provide additional information and resources on open space issues and parks management.
- > On-going production of open spaces newsletters. These highlight key projects councils are working on and challenges they are facing, along with other interesting projects other partners may be doing in the region. Newsletters were sent out in September 2010, March 2011 and July 2011.
- > An email forum, including around 60 practitioners from across the region, has also continued to operate.
- > Regular (six monthly) forums are held to discuss the planning, development, maintenance and marketing of various open space initiatives across the region. The main aim of the open spaces forums are to share resources and best practices across the region. These events bring together open space practitioners, managers, consultants, and rangers from across the region who work in this area. Two forums have been held; one in Porirua in July 2010 and the other in Seaview in February 2011.



- > Development of a biodiversity portal. Having a widely recognised “one-stop shop” for information on the region’s top biodiversity sites was considered a key action of the strategy. This sub-group has identified the top 50 biodiversity sites in the region and a regional portal entitled “Where the Wellington Wild Things Are” is being established.
- > Development of a walking tracks information portal. A regional portal of the best walking tracks across the region (easy to moderate walking tracks) is currently being developed.
- > Motorised access and conflicting uses. This sub-group has developed a stocktake of existing tracks, both public and private. The group has also developed a stocktake of regional rules with a view to potentially aligning them and establishing common solutions and consistent approaches to managing motorised recreation across the region.
- > Sports fields: This sub-group has assessed the quality of sports turfs in the region, the expectations around turf quality and the availability of particular sports code fields. The group met with the Regional Sportsfields Managers Group in September to ensure there is no duplication of work programmes.

#### FORWARD WORK PLAN

The Wellington Regional Open Spaces Strategy and Action Plan will continue to be implemented through voluntary participation of the partner organisations named above. The action plan is currently being reviewed.

A workshop of managers from across the region will be held in September to confirm the new priority workstreams for the next year.



## 2.4 Regional Urban Design

### PURPOSE

Quality urban design is about cities and towns that look good, feel safe and are easy to get around. The WRS recognises that good urban design is a core component of international competitiveness.

There are three urban design actions identified in the WRS 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?

The Urban Design Working Group led by the WRS Office, is made up of representatives from all of the region's councils, Greater Wellington Regional Council, the Ministry for the Environment, Victoria University, the New Zealand Transport Agency and the Property Council of New Zealand. Members of this group have a particular interest in urban design within their own organisations.

### WHAT'S HAPPENED?

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

This Action Plan includes a stocktake of urban design initiatives across the region as at March 2009 and outlines related actions, milestones and responsibilities 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

For the last year the major focus for the Urban Design Working Group has been on the following initiatives:

- > Information-sharing: The urban design information hub on the WRS website continues to provide useful links to regional, national and international urban design-related websites, courses and documents.
- > In conjunction with the Wellington region's councils and the Ministry for the Environment, the WRS Office held a one day urban design symposium, 'Stretching the Horizon', in August 2010 at Circa Theatre Wellington. It was a successful day with urban designers, planners, architects and others from across New Zealand all getting together to discuss urban design.
- > Developing training initiatives: 'Walk and talk' sessions have continued to be hosted by councils around the region. Council officers discuss key urban design issues experienced and provided examples of best practice. The sessions are open to practitioners, urban design champions and councillors from across the region.
- > A register of urban design practitioners is available to councils throughout the region. This register provides consultants' contact details, a brief description of their experience and examples of projects they have worked on for local authorities throughout New Zealand.
- > The Working Group have been working with other parties to investigate the possibility of establishing a regional urban design review panel. The Group have been looking into the advantages and disadvantages of such a panel.

### FORWARD WORK PLAN

The Wellington Regional Urban Design Action Plan will continue to be implemented through voluntary participation of the partner organisations named above. It is anticipated that the action plan will be reviewed annually.

An urban design consultant has been employed to develop an urban design training course which will be offered in late 2011 to council officers and all elected members of all the councils in the region.



## 2.5 Industrial Land

### PURPOSE

The WRS 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. The key issue with regards to industrial land in the Wellington region is that it continues to be under pressure from “higher value” uses such as commercial and residential. Once industrial land changes use it will very rarely be available for industrial use again. The Wellington region needs to ensure that there is always enough industrial land in the region for future industrial use to ensure the region remains competitive.

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 WRS Office. An Industrial Land Working Group was established to drive the project at a regional level. This group included members of the councils of the region along with representatives from Wellington Employers Chamber of Commerce and Grow Wellington.

### WHAT'S HAPPENED?

Following the workshop in June 2010 and the industrial area outlines completed by councils, it was decided by the Senior Officers Resource Team not to put any further resources into this project until the WRS refresh.

### FORWARD WORK PLAN

The refresh of the WRS will enable clarification about what the region needs to do with regards to industrial land - whether to plan for more industrial land, or maintain the status quo and develop policies or approaches that give greater protection to maintaining current levels of industrial land.

# 3. WELLINGTON REGIONAL STRATEGY REVIEW



## PURPOSE

Prior to the final proposal for the WRS being adopted by Greater Wellington in early 2007, a mediated agreement between Hutt City Council, Upper Hutt City Council and Greater Wellington was entered into. The mediated agreement involved the commitment to undertake a review:

*By 30 June 2011, a full and independent review of the effectiveness of the entire Wellington Regional Strategy be completed and reported to the WRS Committee. The WRS Committee must recommend whether or not GW will continue to carry out the function of regional economic development in accordance with clause 1.2.*

Clause 1.2 states:

*That GW will cease to carry out the function of regional economic development on 30 June 2012. Prior to 30 June 2012, if GW wishes to carry out the function of regional economic development after 30 June 2012, it must undertake the process set out in section 16 of the LGA 2002 or such other process that applies at the time.*

## WHAT'S HAPPENED

The terms of reference for the review of the WRS were agreed by the Committee at their meeting of 2 June 2010, and MartinJenkins and Associates (MartinJenkins) was appointed in September 2010 to undertake the review.

MartinJenkins completed its review, and the findings of the review were presented to the Committee, all councillors in the region, and the Grow Wellington Board on 1 June 2011.

Overall, the review report recommends the continuation of a regional approach to supporting economic development, concluding that *there remain good reasons for continuing to pursue economic development (including good regional form) at a region-wide level, and to fund and deliver economic development activities on a region-wide basis.*

However, the review highlights that to fully recognise the benefits of such a region-wide approach, it is important that the Strategy itself be refreshed, and that changes are made to the governance and implementation arrangements.

Overall, the recommendations are summarised in the report as follows:

- > A refresh of the Strategy is required because of significant changes in the economic environment and because there are arguably too many activities and initiatives and some stated priorities do not appear to have region-wide support
- > In refreshing the Strategy, it will be important to develop an associated action and resource plan that makes more transparent what is to be progressed, by when, and what resource is being allocated for that purpose
- > A programme of monitoring and evaluating key initiatives should be put in place, with systematic and regular measurement of progress and outcomes achieved
- > The role of the Committee should be clarified and its composition changed, so that it is smaller in size and better balanced as between political and independent members
- > To achieve better alignment between the Strategy, the Committee and Grow Wellington, the Committee must more actively engage in setting the direction for Grow Wellington and an independent member appointed to both bodies
- > Improvements are also required on reporting against the Strategy, including from Grow Wellington to the Committee on its achievements
- > To enable the above changes and to support the Committee in its role, a strengthened support function, drawing on the capacity and resources of the region.

The WRS Committee at their meeting of 30 June 2011 resolved to recommend to Greater Wellington that the function of regional economic development be continued. This recommendation was agreed in principle by Greater Wellington, although the final decision on the activity will be made through the Long Term Plan 2012-2025 process.

## NEXT STEPS

A statement of proposal needs to be drafted for inclusion in Greater Wellington's Long Term Plan 2012-2022.



The process required to continue the activity of economic development needs to be agreed on. Issues relating to the size and scope of the WRS Committee and the quantum of funding and its allocation between Grow Wellington and the WRS Office, also need to be agreed on. In addition, the requirement for a monitoring and evaluation process and the timing and process for the refresh of the Strategy, need to be formulated. This will then be drafted into a statement of proposal which will need to get agreement across the region and then be included in Greater Wellington's Long Term Plan 2012-2022.

*We do not believe the WRS processes and governance arrangements are fundamentally flawed, and are commensurate with the ambition level of the original Strategy. However, there is a clear case for change in how implementation of the Strategy is happening in practice and changes to the governance arrangements have a role to play in this.*  
(MartinJenkins 2011:95)

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## 4. WELLINGTON REGIONAL STRATEGY COMMITTEE

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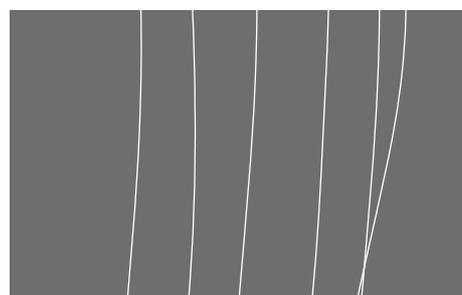


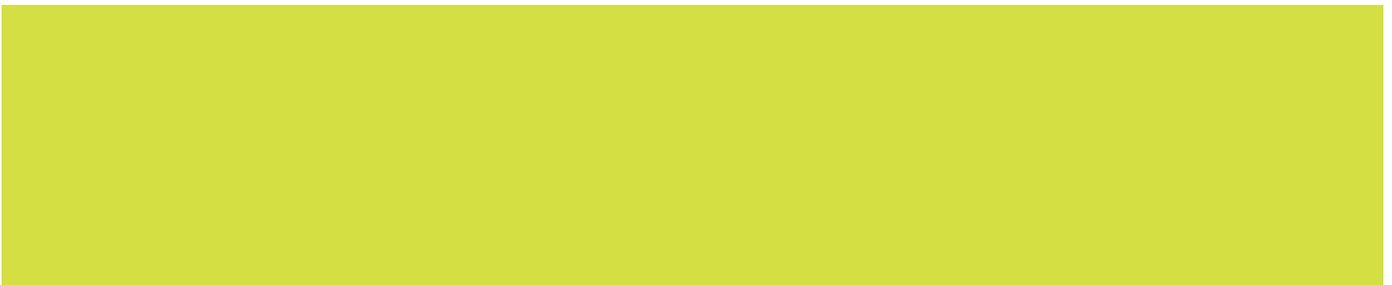
The governance of the strategy is the responsibility of the WRS Committee. Regional representation is provided by:

<b>Fran Wilde (Deputy Chair)</b>	Greater Wellington Regional Council
<b>Mayor Adrienne Staples</b>	South Wairarapa District Council
<b>Mayor Wayne Guppy</b>	Upper Hutt City Council
<b>Mayor Ray Wallace</b>	Hutt City Council
<b>Mayor Celia Wade-Brown</b>	Wellington City Council
<b>Mayor Nick Leggett</b>	Porirua City Council
<b>Mayor Jenny Rowan</b>	Kapiti Coast District Council

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

<b>Sir John Anderson (Chair)</b>	Consultant and Company Director
<b>Professor Sir Ngatata Love</b>	Professor of Business Development, Victoria University
<b>Paora Ammunson</b>	Chairperson Kahungunu ki Wairarapa Iwi Authority
<b>Major General Lou Gardiner</b>	ONZM, ex Chief of Army, New Zealand Defence Force
<b>Jackie Lloyd</b>	Managing Principal, New Zealand, Gallup







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