

Pūronoqo ā-Tau Annual Report

DRAFT

2022

1 July 2021 to
30 June 2022

30 September 2022

Company Directory

Central Economic Development Agency Limited

Level 1, TSB Tower,
1-19 Fitzherbert Avenue
Palmerston North, 4410

Phone: 06 350 1830

Website: CEDA.nz

Chief Executive

Jerry Shearman, CEO

Directors

Robyn (Bobbie) O'Fee (*Chairperson from 18 December 2021*)

Malcolm Bailey (*Chairperson to 17 December 2021*)

Arthur Chin (*to 23 July 2021*)

Margharita (Margy) Mare

Robbie Pickford

Francene Wineti (*to 31 May 2022*)

David Norman (*from 18 December 2021*)

Paul Bayly (*from 18 December 2021*)

Management

At 30 June 2022

Jerry Shearman – *Chief Executive*

Jacqui Middleton – *Finance & Operations Manager*

Janet Reynolds – *Marketing & Communications Manager*

Nats Subramanian – *Business Development Manager (Fixed term)*

Chartered Accountant

Morrison Creed Advisory Limited
236 Broadway Avenue
Palmerston North 4410

Registered Office

Morrison Creed Advisory
236 Broadway Avenue
Palmerston North 4410

Bankers

Westpac New Zealand Limited

Legal Advisors

Fitzherbert Rowe
Levels 7 and 8
65 Rangitikei Street
Palmerston North 4410

Auditors

Audit New Zealand
(on behalf of the Office of the Auditor General)

Legal Status

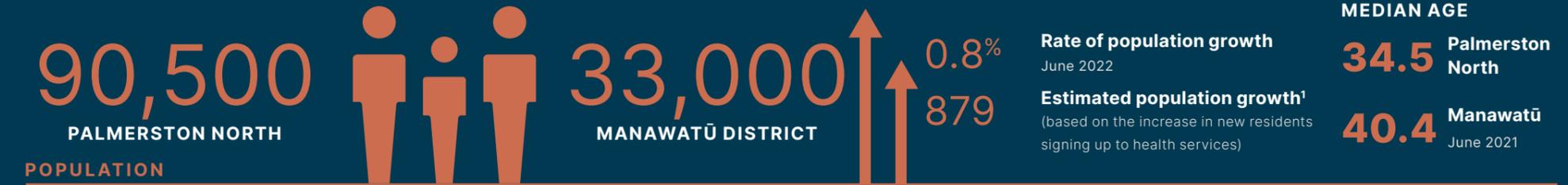
Central Economic Development Agency Limited ("CEDA") was incorporated in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawātū District Council (50%) CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002.

Contents

Chairperson Report	5
Chief Executive Report	7
Highlights from the year	8
Our Vision	11
Our Strategic Objectives	13
What We Have Achieved	14
Attract, retain and develop talent in the region	16
Attract, retain and develop business and investment in the region	20
Profile the region to attract people, business and investment	26
Lead inclusive and sustainable economic development for the region	30
How we Allocate our Resources	34
How We Operate	36
Statement of Service Performance	38
Monitoring Indicators	50
About CEDA	53
Corporate Report	54
Financial Performance	61
Financial Performance	61
Partner Organisations	77

Cover image: Saddle Road, Manawātū

He karapatanga ki Papaioea me Manawātū Palmerston North and Manawātū at a glance



As the region's economic development agency, we have a role in monitoring and influencing a range of these indicators where we can, however we don't measure the

performance of our organisation against them. These indicators reflect outcomes at a regional level which are impacted by a range of factors outside our control, such as exchange rates, natural disasters and government policy, for example.

¹Manawātū region residents only
Data sources: StatsNZ, Infometrics, MBIE Accommodation Data Programme, MBIE.



Te Pūrongo a te Heamana Chairperson Report

Tēnā koutou katoa

The growth in Gross Domestic Product (GDP) for Manawatū has been higher than the national average over the last 12 months, with our region being largely buffered from the economic storm. This is thanks to our strong food production and public sector industries encompassing defence, health care, and education, and strong research and tech sectors, record high investment pipeline, and booming construction industry. Annual GDP was provisionally up 6.8% for the year to March 2022, compared to the previous year, while the growth for Aotearoa in the same period was 5.2%.

Our regional economy has enjoyed the benefit of high commodity prices for goods produced in the region, strong consumer spend, employment growth and a hot housing market coupled with a rise in residential and non-residential consents, which have all contributed to the strong economic performance of our region.

While our diverse economy has provided somewhat of a cushion against the impacts of the pandemic over the last few years, we know that economic headwinds are shifting and the next 24 months will see increased pressure from additional factors including supply and logistics constraints, increasing inflation and interest rates, alongside ongoing work force challenges.

Growth in the region over the next year will be supported by factors such as the significant increase in the Budget for health spending, transfers beginning for Air Force personnel from Whenuapai to the region, high levels of employment across all sectors, and an increase in the workforce on Te Ahu A Turanga: Manawatū Tararua

highway, in addition to work on the second stage of the Mercury Energy wind farm through to mid-2023.

We have an \$8 billion pipeline of infrastructure and construction investment here in Manawatū, through to 2035. This significant amount of planned and developing investment and work programmes, combined with our economic performance, helps drive private investment in the region. This sets our region up well over the next ten years and beyond.

Key to weathering the upcoming economic challenges is leveraging off this infrastructure investment with key strategic projects. One of CEDA's key priority projects has been Te Utanganui (Central New Zealand Distribution Hub) which has made considerable progress in the past year. This project positions our region as a significant distribution hub in the Aotearoa network complementing those already existing in the upper North Island (the golden triangle) and the central South Island at Rolleston. The strategy was developed in 2021 is now well into implementation, with the focus moving to inward investment planning and increased advocacy to support potential investors, within Aotearoa and internationally, to bring their business to the Manawatū region.

In late 2021, CEDA embarked on a project to produce the Manawatū Food Strategy as we continue to cement the regions place as a world leading agrihub, seeking to leverage off our unique concentration of agriscience, technology and agribusiness here in the region. This strategy will build on the strong foundations our region has in the agrifood space, bringing together key

stakeholders and partners to develop a shared vision and plan for our region. Stage one of the strategy was completed during the year, providing international best practise and analysis, while stage two of the strategy will commence in the new financial year in collaboration with our partners.

CEDA has many partner relationships, and we rely on working closely together for the benefit of our region. On behalf of the Board and the CEDA team we would like to thank our shareholders and regional partners such as iwi, Sprout Agritech, The Factory, FoodHQ, and our business community, for the contributions you make to ensure Palmerston North and Manawatū continue to perform well for us all.

He matawhānui tiritahi, he
rautaki tiritahi mā te katoa
**With shared vision and
strategy for everyone**

Ngā mihi nui ki a koutou katoa,

Bobbie O'Fee
Heamana **Chairperson**

Te Pūrongo a te Tumuaki Chief Executive Report

Tēnā koutou katoa

The past year has seen CEDA continue to focus on providing support for local businesses, driving important anchor projects, and lifting the regions profile for doing business, and as a place to invest, live and visit. As an organisation we continue to work to achieve our ambitious vision and goals for the region.

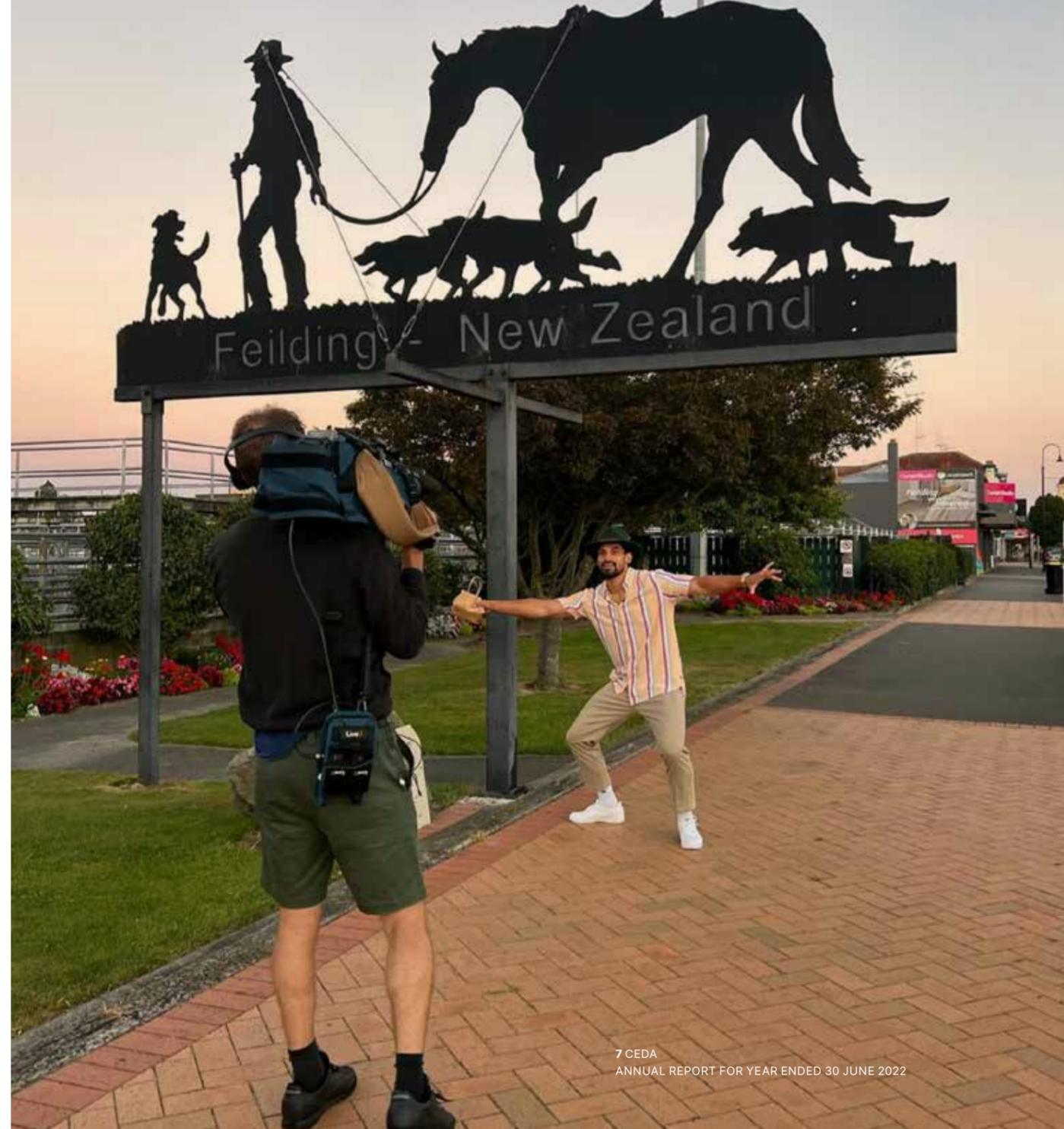
The pillars of CEDA's strategic direction remain linked to our people, our place, and our businesses and are underpinned by relationships. A significant focus is continuing the work to attract and retain talent so that people come to the Manawatū to enable local businesses to be successful. Our business support function is critical to that goal, and tools such as the Region Business Partner programme enable us to support capability development and research and development for businesses across the Manawatū.

We continue to seek investment and support opportunities in the region by positioning the Manawatū as an attractive place to do business, as a place to grow existing businesses with confidence, and as a region that attracts new and innovative businesses. The whole team contributes to this objective through providing focused business and sector support, profiling our region, and working on those significant projects that will lead to inward investment.

An example of a significant project for the region is Te Utanganui, the Central New Zealand Distribution Hub. We now have a strategy in place that has strong support from across the lower North Island from 26 local councils, central government agencies and commercial partners who value the significant role this project will play in the economic prosperity of not just Manawatū but as a critical part of the network of distribution for Aotearoa. This project is a long-term one and will have a significant positive economic outcome for the region across several sectors.

We remain committed to the primary sector and supporting Manawatū as a leading agrihub in Aotearoa. In 2021 we commenced work on refreshing our approach to the food story in the region and have been working on the Manawatū Food Strategy. With stage one of the Strategy completed, its objective is to leverage off our strengths in research and innovation, and how this can have impact in the food journey from inside the farm gate to our plate. Our partnerships with Sprout Agritech and The Factory are strong and highlight the regions commitment to supporting innovation and providing a thriving innovation agrifood ecosystem in Manawatū.

540 businesses were supported throughout the year, including 34 Māori businesses, with \$235,000 in management capability development support issued



through the Regional Business Partner programme, and \$2.86 million in Callaghan Innovation research and development grants. There were also 28 ten-week tertiary student placements into local businesses, to support their innovation aspirations.

We've had another successful year of profiling the region, building on our strengthened media partnerships and engagement with national bodies such as Air New Zealand and Tourism New Zealand. Extensive marketing and public relations work has secured over 70 media features that talk to the region's strengths and offerings across business, investment, lifestyle, and visitation. Some of these media features included coverage with Stuff Travel and NZ Herald, Our New Zealand, NZ House and Garden, NZ Entrepreneur, and the Technology Investment Network Agritech Report.

Leveraging central governments' investment into the recovery of Manawatū from the impacts of COVID-19 has enabled us to provide targeted support to business and the visitor sector through digital enablement, capability development and connections with tourism trade channels, and marketing opportunities. We have also been able to commence a significant refresh of the region's Destination Management Plan that seeks to better reflect the new pandemic-induced environment and build on our partnerships. Furthermore, we are thrilled to have been able to launch the regional identity

for Manawatū which has been rolled out through marketing campaign's, signage, new collateral and more.

As part of achieving the best outcomes for our region, CEDA places significant value on building meaningful and enduring relationships with our iwi partners, local businesses, regional stakeholders, and Shareholders. Nothing can be achieved in isolation, and we will continue to work with these critical partners to ensure the Manawatū can thrive.

Whiria te taura tāngata Weave the people together

Ngā mihi nui ki a koutou katoa,

Jerry Shearman
Tumuaki **Chief Executive**

Ngā Tino Kaupapa o te Tau

Highlights from the year

Central New Zealand Distribution Hub Strategy named 'Te Utanganui'

Talent Attraction marketing campaign gained 950,000 impressions

2

New Leaders inducted into Te Aho Tāmaka Leaders Programme

2,950
people attended the NZ Careers Expo

540

unique businesses supported

\$2.86m

in Innovation support grants through Callaghan Innovation

7.5 m

Impressions for the Get Lost summer marketing campaign

92

stakeholder communications on the economy, key projects and topical issues

29,000
followers on social media

Get Local campaign reach of 33,000

\$1m

additional funding to support the regions visitor sector secured through governments Tourism Communities: Support, Recovery and Re-set Plan.

71

media features on the region

Manawatū Regional Identity rolled out

\$235,000

in capability development support issued through the Regional Business Partners program.

Employer and Workplace Hub launched on CEDA.nz

Manawatū Food Strategy stage one completed

Purpose of the Half Yearly Report

This Annual Report is presented by Central Economic Development Agency Limited (CEDA) in accordance with the requirements of Section 64(1) of the Local Government Act 2002 (LGA 2002).

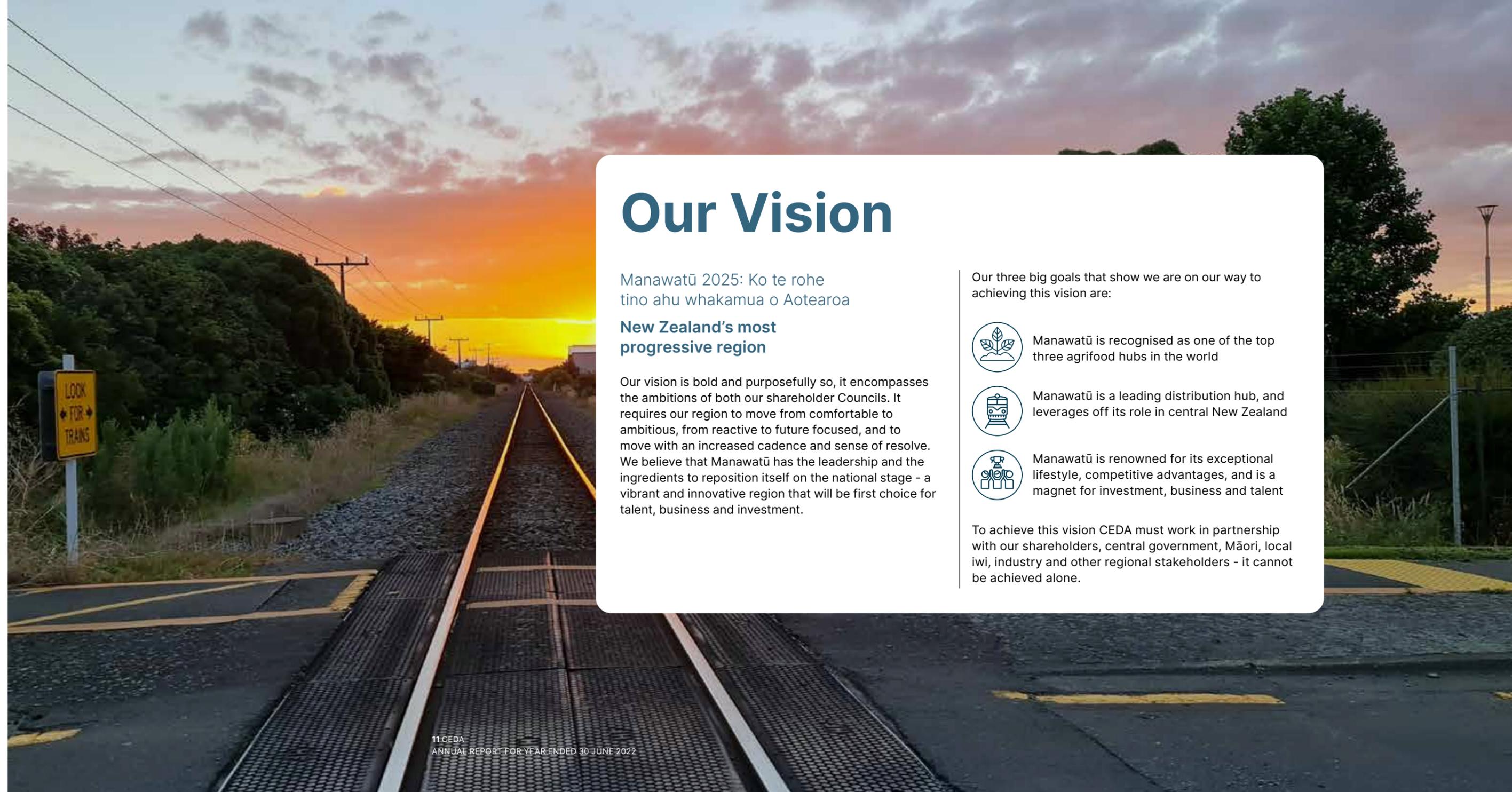
In accordance with the Local Government Act 2002, this report publicly states the activities and progress for the year to date against objectives set in the CEDA Statement of Intent for the 2021-22 financial year.

COVID-19 Impact

Our environment under the impacts of COVID-19 remains unpredictable and comes with ongoing challenges to many businesses and our community. As an organisation whose primary objective is to support business and grow the regional economy, we have had to approach our work with flexibility in order to be responsive to the changing needs and challenges by adapting our programmes of work in the short to medium term to achieve the outcomes required to successfully lead and support economic development in the region.

The outcomes presented in this Annual Report outline CEDA's actions to support the region's recovery in response to COVID-19.

Note in the 2019-20 and 2020-21, and now 2021-22 financial years, figures and outcomes include support given to business through the Regional Business Partner Programme, and tourism sector support as a result of additional government funding to support businesses and the visitor sector through the impacts of COVID-19. This additional funding has impacted on numbers and outcomes in relation to standard funding and resource capability from previous years, and throughout these years.



Our Vision

Manawatū 2025: Ko te rohe tino ahu whakamua o Aotearoa

New Zealand's most progressive region

Our vision is bold and purposefully so, it encompasses the ambitions of both our shareholder Councils. It requires our region to move from comfortable to ambitious, from reactive to future focused, and to move with an increased cadence and sense of resolve. We believe that Manawatū has the leadership and the ingredients to reposition itself on the national stage - a vibrant and innovative region that will be first choice for talent, business and investment.

Our three big goals that show we are on our way to achieving this vision are:



Manawatū is recognised as one of the top three agrifood hubs in the world



Manawatū is a leading distribution hub, and leverages off its role in central New Zealand



Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business and talent

To achieve this vision CEDA must work in partnership with our shareholders, central government, Māori, local iwi, industry and other regional stakeholders - it cannot be achieved alone.



Ā Mātou Whāinga Rautaki Our Strategic Objectives

Achieving our vision

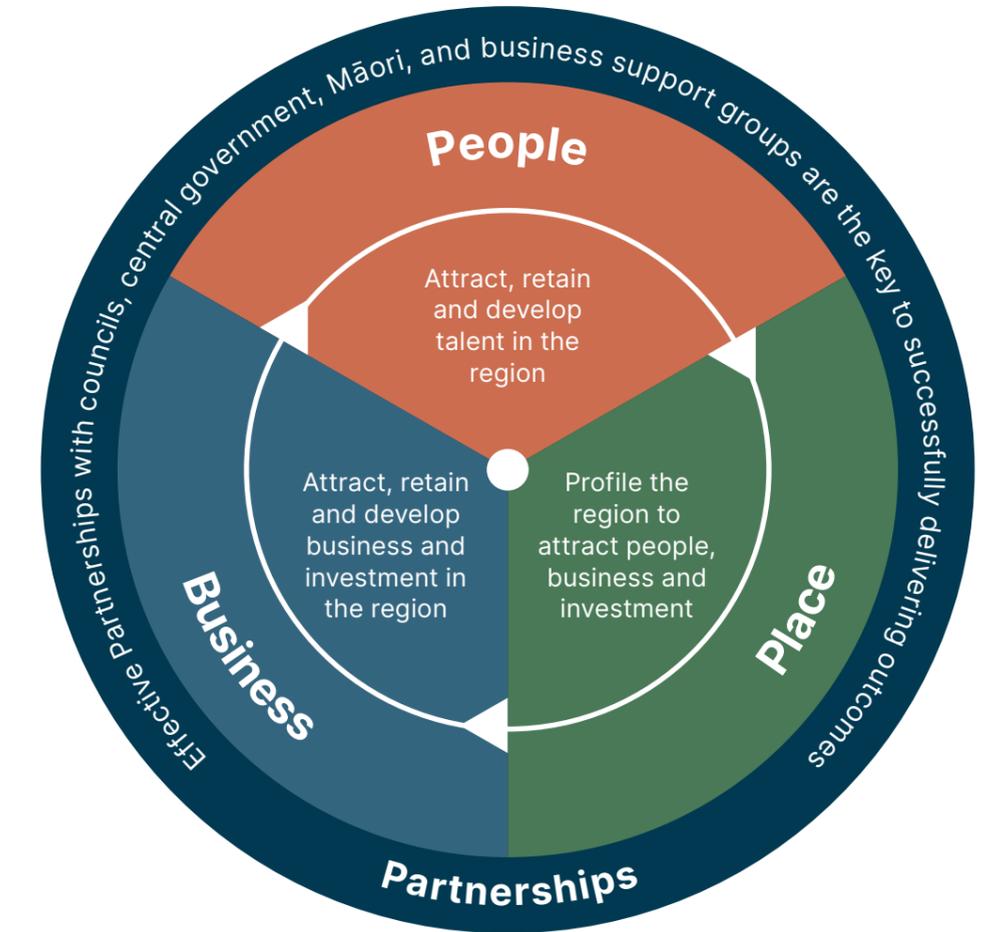
CEDA works across the three strategic pillars of economic development; People, Place and Business, and our success is underpinned and enabled by the strength of our relationships with our regional and national partners.

Our core objectives, programmes and activities are all aligned to these pillars, and are designed to create the environment, stimulus, outcomes and impact that will power our economic prosperity and achieve our vision for Palmerston North city and Manawatū district.

These key objectives guide the development of our short and medium-term programmes of work as articulated through our Statement of Intent for 2021/22.

When considering how to prioritise our efforts, and based on our current resources and functions, we focus on programmes and activities that offer the greatest opportunities for economic prosperity.

These are identified through research, monitored and reviewed using the latest data, and viewed through a regional, national and international lens.





Ā Mātou Tutukinga **What we have achieved**

PEOPLE

Whakamaneatia, puritia, whakawhanaketia
ngā iho pūmanawa i te rohe

Attract, retain and develop talent in the region

Through our data and research, we know that the biggest barrier to business growth in the region is the ability to attract the right people for the job. The development of a talent pipeline for the region that includes the attraction of those with the skills and experience our businesses need, the training and development of the people they

already have, the recruitment of students to the region, along with an understanding of the future needs of our sectors and businesses is key to the region being able to grow and prosper by 2025, becoming recognised for our exceptional lifestyle and competitive advantages.



Developing the talent pipeline to grow a skilled workforce and better utilise the existing labour market*

Talent Attraction Marketing Campaign,

specifically targeted at the Infrastructure and Construction sector, was launched in November 2021. CEDA partnered with a recruitment agency to act as an employment triage partner, for those looking for career opportunities in the region and to support potential opportunities for their partners or family. Seven businesses came on board to support the campaign and gained high levels of interest in available employment opportunities for their businesses. The campaign resulted in 950,802 impressions through social media and 1,298,719 Google Ad impressions for the period from November to January 2022.



Te Rōpū Tūāpapa Infrastructure & Construction Collective Action Group

was set up, and two workshops held with 35 participating businesses, to support identifying barriers and opportunities in relation to talent attraction in the region. This has resulted in a draft Action Plan for the group to support outcomes under Reputation, Attraction, Development Reception and Integration and Retention of Talent in the region.

Employer and Workplace Hub

was launched on CEDA.nz to provide support and information for businesses on the Manawatū labour market, tools and resources available, and information on CEDA programmes of work in the attraction, retention and development of talent and skills in the region. Workforce profiles on the Infrastructure and Construction and Food and Fibre Sectors are also available.

Accelerate Academy Career Pathway programme

was launched in association with Te Whatu Ora – Health NZ and the Ministry of Education, to showcase various Health and Social Services Sector jobs available. The programme, available to Māori secondary school students, is a 10-week experience with an overarching goal of growing a sustainable Māori workforce through early exposure to the Healthcare sector within the MidCentral Region. Students have the opportunity to meet a variety of employers and staff to learn more about the health sector and the career opportunities available.

NZ Careers Expo

was held this year at the Central Energy Trust Arena, with 59 Exhibitors and 2,950 secondary students, visitors, and career changers attending to support identifying future opportunities and pathways to employment. While the main focus of the event was for the regions secondary school students, there was an evening session available for parents, whānau, career changers, tertiary students, and job seekers to experience the event. A mix of local and national businesses exhibited with industry associations and tertiary providers on hand to talk to attendees about pathways from secondary school to further education, apprenticeships, and work.

Two new Te Aho Tāmaka Leaders

were welcomed into Te Aho Tāmaka Leaders Programme: Johanna Wood, President of New Zealand Football and the Oceania representative on the FIFA Council and winner of the Sport New Zealand Leadership Award, and Alison Quigan, former Shortland Street and well-known theatre and television actor, writer, and director. Presentations by Leaders Hon. Steve Maharey, and Robin Stalker, former CFO of Adidas, and a virtual kōrero with Dr Farah Palmer, Linda Jenkinson and Vanisa Dhiru were held during the year.

*Further information can be found in the Statement of Service Performance, pages 40 to 48 of this report.

Business

Whakamaneatia, puritia, whakawhanaketia
ngā pakihi me ngā haumitanga i te rohe

Attract, retain and develop business and investment in the region

Business development and expansion in the region, and attracting business and investment to the region, is at the core of economic development and at the forefront of CEDA's objectives for Manawātū to be a leading distribution hub, be recognised as one of the top three agrifood hubs in the world, and a magnet for investment,

business and talent. We have a strong competitive edge to achieve these outcomes with our central location, comparatively affordable land and development costs, a diverse labour pool, and a growing culture of innovation and entrepreneurship.



Support our sectors of strength to grow through targeted business development actions, retention initiatives and activities*

\$1 million Visitor Sector Support

funding secured through the governments Tourism Communities: Support, Recovery and Re-set Plan as the Regional Tourism Operator for the region to further support the visitor sector through the impacts of COVID-19. This has meant a number of the programmes of work that CEDA has been working on has been able to be accelerated through to December 2022.

Manawatū's Destination Management Plan¹

refresh has been commenced during the year to better reflect the regions current pandemic environment and set the strategic direction for the region's visitor economy moving forward. This work has included extensive audits of the region's offerings and current projects, engagement with iwi partners and our shareholders, and research. Community and wider stakeholder engagement are planned for the new financial year, with the final refreshed plan due by December 2022.

Support of the Regions Visitor Sector¹

over the past 12 months has been focused on the continued support for the visitor economy through tailored programmes, including capability and development training with workshops and online tools. Partnering with Qualmark, and Tourism New Zealand we have been able to provide tailored support and training to businesses in the visitor sector based on their needs and the 'new' tourism environment.

Taking Manawatū to the World¹

through developing the capability of the visitor sector, including working with a select group of operators to 'sell' their product and experiences as part of an online video training tool used to educate the Australian travel trade (buyers and sellers) in partnership with Tourism New Zealand. This work has also included taking Manawatū 'on the road' to the Inbound Tour Operator event held in Auckland, where Tourism New Zealand and Regional Tourism New Zealand pull together key travel agents from offshore markets to meet with regions and discuss product offerings. This event saw us meet with more than 40 agents and has resulted in several bookings into the region already.

The Coastal Arts Trail

showcasing New Zealand's newest and largest arts tourism experience, was soft launched in January 2022. The Trail is a collaboration between Manawatū, Whanganui and Taranaki to target Auckland and Wellington visitors with self-drive itineraries, and to support the creative sector after a challenging few years as a result of the pandemic. Featuring more than 50 stops across the three regions, the trail has gained strong media coverage with features in key local and national media. A trail website has been launched which



showcases 14 of Manawatū's key artists, galleries and studios, as well as public art across the region, and a new brochure has been created for distribution.

\$118,200 Regional Events Funding

allocated to 12 events including Manawatū Triathlon, NZ Robotics and Manawatū Cricket, to be held in the region through the governments Regional Events Fund. The purpose of the fund is to support visitor attraction to the region. A number of the events were postponed due to COVID-19, including the NZ House and Garden Tour in Manawatū, which will go ahead in March 2023.

Business Attraction, Retention & Expansion Strategy

completed to support regular engagement with businesses and investors in the region to gain further understanding of the needs of business looking to establish in the region, and the barriers and opportunities to expansion and retention for existing businesses. An engagement plan has been developed consisting of over 100 regional businesses that are of significance to the region with 13 businesses engaged to year end.

Sprout Agritech and The Factory Partnerships

resulted in CEDA's contribution to the selection panel at the Sprout Agritech Accelerator cohorts, participation in judging the Young Enterprise Scheme regional finals, and supported promotion of The Factory's Innovate 2021 programme. These events saw 189 entrants for the Accelerator and Innovate programmes, with 17 finalists, and 25 businesses created by secondary school students, through the Young Enterprise Scheme.

\$2,862,877 Research and Development Grants issued

to support business research and development capability in the region through Callaghan Innovation (2020/21 Annual Report total \$863,081**). This included Getting Started, Project, Research and Development Grants, and Student Fellowships Masters and Career PhDs, and includes 28 Student Placements into local Businesses facilitated through Callaghan Innovation, to provide 10 weeks of support to these businesses and their innovation aspiration (2020/21 Annual Report total 31**)

540 Businesses Supported

through engagement with CEDA (2020/21 Annual Report total 779**). This consisted of a total of 621 business engagements and included 245 Capability development engagements, 43 Business Mentor matches, 59 Visitor operators, 48 Digital Champion Programme businesses, and 34 Māori owned businesses.

\$235,511 in Capability Development support

issued to support businesses in areas such as business continuity planning, digital enablement and to develop capability in sales and marketing, accounting, business operations, export and leadership development, including \$5,000 COVID-19 support. (2019/20 Annual Report total \$2,087,329**)

1. This work was funded and resourced by the governments Tourism Communities: Support, Recovery and Re-set Plan.

*Further information can be found in the Statement of Service Performance, pages 40 to 48 of this report

** The 2019-20 and 2020-21 financial years included additional funding received from central government to support further resource and targeted funding to support businesses impacted from the effects of COVID-19, and regional tourism to support the recovery of this key sector. Tourism sector funding has continued into 2021-22 whilst specific business support funding ceased from July 2021.

Attract business and investment to the region*

Investment Opportunities for the region

are being supported or led by CEDA including the Australian Defense Apparel relocation from Auckland to Palmerston North, e-waste processing, hydrogen heavy vehicle refueling (currently under construction), potential investments in bio forestry plants within the wider region, an e-Scooter rental company (now located in the region), a hi-tech audio business looking to establish an Oceania headquarters in Manawatū, and Te Āpiti – Manawatū Gorge potential tourism opportunities. Additional engagements to identify new potential opportunities are ongoing.

Te Utanganui Central New Zealand Distribution Hub

has progressed well over the past year including the establishment of the Steering and Reference Groups, and the name gifted to the project of 'Te Utanganui'. The project focus has moved into aligning inward investment and securing further partners for the project, which has involved socialising the opportunity with investors and continued advocacy with regional partners and central government.

A new brand and collateral have been developed to help profile the significance of this project to the region, including a micro-website, video, a condensed Strategy and a two-pager to further support the advocacy work, and the Story of Te Utanganui which seeks to build awareness in our community and amongst wider stakeholders.

Manawatū Food Strategy

development of stage one was completed in June 2022, based on research of several successful overseas models and international best practice, and has identified regional strengths in our talent pool, our approach to innovation, business development and the business climate, and has highlighted the need to establish connections with other regions in Aotearoa. stage one has provided a good platform for stage two of the strategy development to follow.

* Further information can be found in the Statement of Service Performance, pages 40 to 48 of this report.

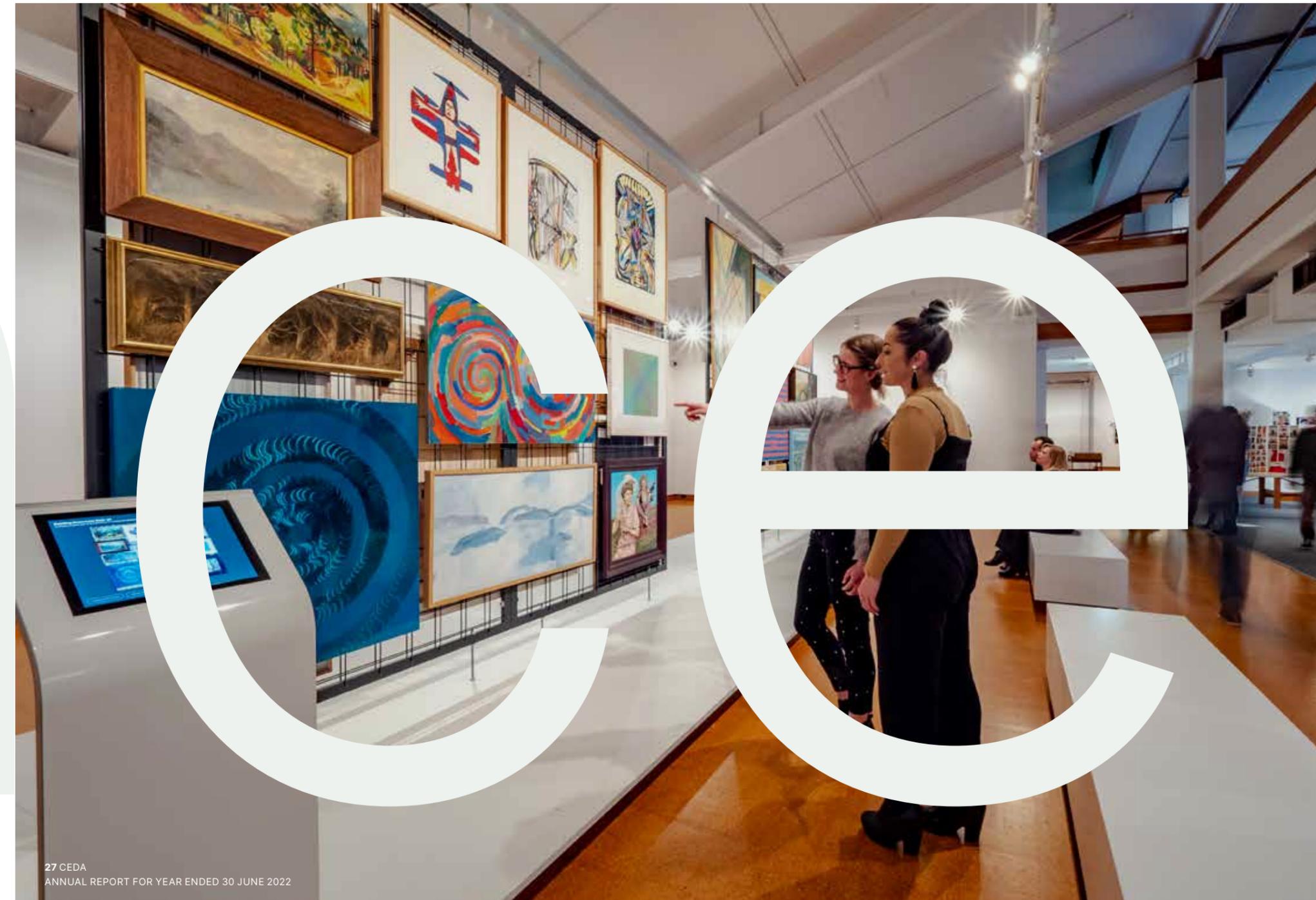


Whakatairangatia te rohe hei whakamanea
i te tangata, i te pakihi me te haumitanga

Profile the region to attract people, business and investment

Profiling the region to highlight our strengths, our people and our places through a shared regional identity, targeted storytelling and partnerships ensures Palmerston North city and Manawatū district is renowned for its exceptional lifestyle, competitive advantages

and is a magnet for investment, business and talent. A coordinated approach to better showcasing the strengths of our region and profiling our successes is key to achieving recognition as one of the top three global agrifood hubs by 2025.



Profile Manawatū locally, nationally, and globally*

A Regional Identity for Manawatū

was completed in late 2021 and rolled out across key platforms and channels, and supporting collateral developed. Built on extensive research, data and insights this uniquely Manawatū identity strategically positions the region by increasing recognition and pride in the region and taking charge of our own image and narrative. The identity is reflective of what you get when you are in our region, so it is authentic, while still pertaining to our ambitions and growth.

This new identity becomes part of CEDA's (and our partners) roles in marketing and profiling the region to investors, talent, business, and visitors, across all of our consumer facing channels, through our talent attraction campaigns, investment and business profiles and our visitor sector marketing.

'Get Lost' Summer Marketing Campaign gained 7,500,000 impressions¹

running from November through February 2022. The campaign focused on walking and cycling opportunities, targeting visitors from within a three-hour drive. Largely driven through digital marketing the campaign was supported by on-street posters in central Wellington and editorial features in Our New Zealand magazine which is distributed on trains, ferries, hotels and airports across the North Island and top of the South Island.

Throughout the campaign, the ManawatuNZ.co.nz campaign hub was the most visited page on the new ManawatuNZ.co.nz website with 22,500 visits.

Get Local Campaign to support local business

was run through April and May 2022. With the Omicron outbreak in early 2022, our focus moved from a visitor-focused campaign to a 'support local' focused initiative which we developed with support from the Manawatū Business Chamber. Designed to support local businesses across the region by encouraging our communities to shop, eat and play locally by spending at local 'bricks and mortar' stores. The campaign received good engagement, with the first stage of the campaign done in partnership with MoreFM gaining an organic Facebook reach of 32,992 locals and 3,538 direct engagements.

"We really appreciate you involving us. Times are definitely a bit tough right now, especially as we are new to the whole hospitality gig. Thank you for your support."
Trevor and Anneke Belch, Hansens Cafe.

"Thanks so much for including us in the fabulous MoreFM giveaway!" Jeanine, Boho Cafe.



Your Guide to Manawatū

regional visitor guide has been developed and rolled out as part of the new regional identity. The new Manawatū Official Visitor guide, distributed throughout the lower North Island and i-SITES nationally, showcases Palmy and Manawatū with all there is to see and do, and where to stay and play. Alongside this, a new Walking and Cycling guide was created, packed full of walks and trails to experience, building off our research on what visitors are looking for and most interested in.

These two new guides will be complimented by the new-look edition of The Country Road map and guide, refreshed with the new regional identity, and featuring the official Manawatū Scenic Route and key regional experiences and trails.

ManawatuNZ.co.nz Updated¹

to ensure it effectively represents the new regional identity and offers a strong user experience, as Manawatū's official regional website. Updates include a unique planning tool 'Plan Your Trip' to support visitors to build an itinerary for their visit which can be downloaded, printed and shared with family and friends, and supports converting website visitors to plan a trip to the region. Along with more Te Reo integration, interactive features, enhanced live-here section, and new page designs to showcase our stories and case studies. Also a Manawatū Deals and Packages page, which pulls from Tourism New Zealand's consumer site and builds off our work with the visitor sector. The website is a key tool for visitors, businesses, investors, and potential and existing residents to learn about the region and what it offers.

71 media features

profiling the city and region have been achieved across print, radio and digital platforms with a combined reach of 30,288,674 readers, listeners and subscribers. Highlights include Kia Ora Magazine, NZ House and Garden, Stuff Travel, Kiwi Tripsters, Whanganui Chronicle, For the Love of Travel, NZ Herald, and KarryOn. (2002/21 Annual Report total 119**)

¹ This work was funded and resourced by the governments Tourism Communities: Support, Recover and Re-Set Plan.

* Further information can be found in the Statement of Service Performance, pages 40 to 48 of this report.

** The 2019-20 and 2020-21 financial years included additional funding received from central government to support further resource and targeted funding to support businesses impacted from the effects of COVID-19, and regional tourism to support the recovery of this key sector. Tourism sector funding has continued into 2021-22 whilst specific business support funding ceased from July 2021.

Partners

Aratakina ngā whanaketanga ohaoha
kauawhi, toitū anō hoki mō te rohe

**Lead inclusive and sustainable
economic development for the region**

Our work cannot be done in isolation, and the strengths of our region rely on working together to use our combined strengths, connections and skills to compete nationally and globally. Collaborative relationships and

partnerships with key regional and national stakeholders, central and local government, Māori and iwi are key to ensuring our strategic outcomes for the city and district.



Develop strategic partner relationships, leveraging opportunities*

Partnership Agreements in place

with central government agencies including the Ministry of Culture and Heritage Te Urungi funding; Ministry of Business, Innovation, and Employment Tourism Support, Recovery and Reset funding, and Digital Boost pilot; and the Ministry of Education and Te Whatu Ora – Health NZ, Accelerate Academy Programme.

Regional partnership agreements are in place with Rangitāne o Manawatū, Sprout Agritech, The Factory, UCOL | Te Pūkenga, Te Manu Atatū, Coastal Arts Trail (Whanganui & Partners, Venture Taranaki), Regional Events Fund (Whanganui & Partners, Venture Taranaki), Manawatū Young Professionals Network, Network of Skilled Migrants Manawatū, and Chiasma.

Ministry of Business, Innovation and Employment Regional Business Partner programme delivery for 22-25 was secured.

Partnered with iwi, hapu and Māori

through our partnership with Rangitāne o Manawatū, we have had input and engagement from iwi in the Destination Management Plan implementation and refresh, regional vision and goals, the Regional Identity roll out, and Te Utanganui (Central New Zealand Distribution Hub) including the gifting of the name and co-design of the brand to bring to life the meaning and narrative behind the name, and to demonstrate the significance of the Hub in Aotearoa's national freight network.

Ongoing support of the implementation of the Rangitāne o Manawatū Māori Tourism Strategy, including the new He Ara Kotahi, Hei Ara Kōrero project, funded via the \$700,000 secured from the Ministry of Culture and Heritage, to provide a platform to tell the stories of the Manawatū Awa, and a secure place for these to be stored by iwi.

Partnership with Te Manu Atatū Māori business support network, and Whanganui & Partners for Māori business support and development for the Manawatū and wider region.



Data and Insights communications on the performance of the region's economy*

92 Business Community and Stakeholder Communications

shared throughout the year including Quarterly Economic Overviews, Quarterly Retail Reports, and CEDA 60 Seconds. These communication updates provide regional data and insights for our business community and key stakeholders, in an easily digestible form, to support informed decision making, and also giving a regional overview of our programmes and outcomes. (2020/21 Annual Report total 91**)

Māori Economic Insights Report

developed specifically for the Māori business sector in partnership with Te Au Rangahau and Palmerston North City Council this report provides a snapshot of Māori business activity in the Manawatū-Whanganui region, using official data from Stats NZ and commentary on what this means for the regional Māori economy.

* Further information can be found in the Statement of Service Performance, pages 40 to 48 of this report.

** The 2019-20 and 2020-21 financial years included additional funding received from central government to support further resource and targeted funding to support businesses impacted from the effects of COVID-19, and regional tourism to support the recovery of this key sector. Tourism sector funding has continued into 2021-22 whilst specific business support funding ceased from July 2021.

Te Tohatoha i ā mātou Rawa

How we Allocate our Resources



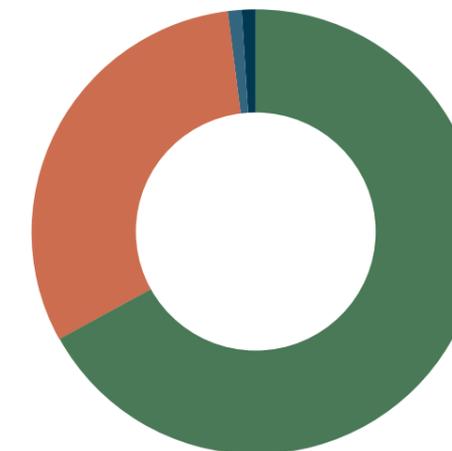
Our funding

CEDA receives funding from Palmerston North City Council and Manawatū District Council, its shareholders.

We also receive funding from institutions and government partners for initiatives that bring benefit to the wider region and nationally. This additional funding enables CEDA to have additional resource, the ability to invest in local businesses, and engage in specific sector work important to the region and beyond.

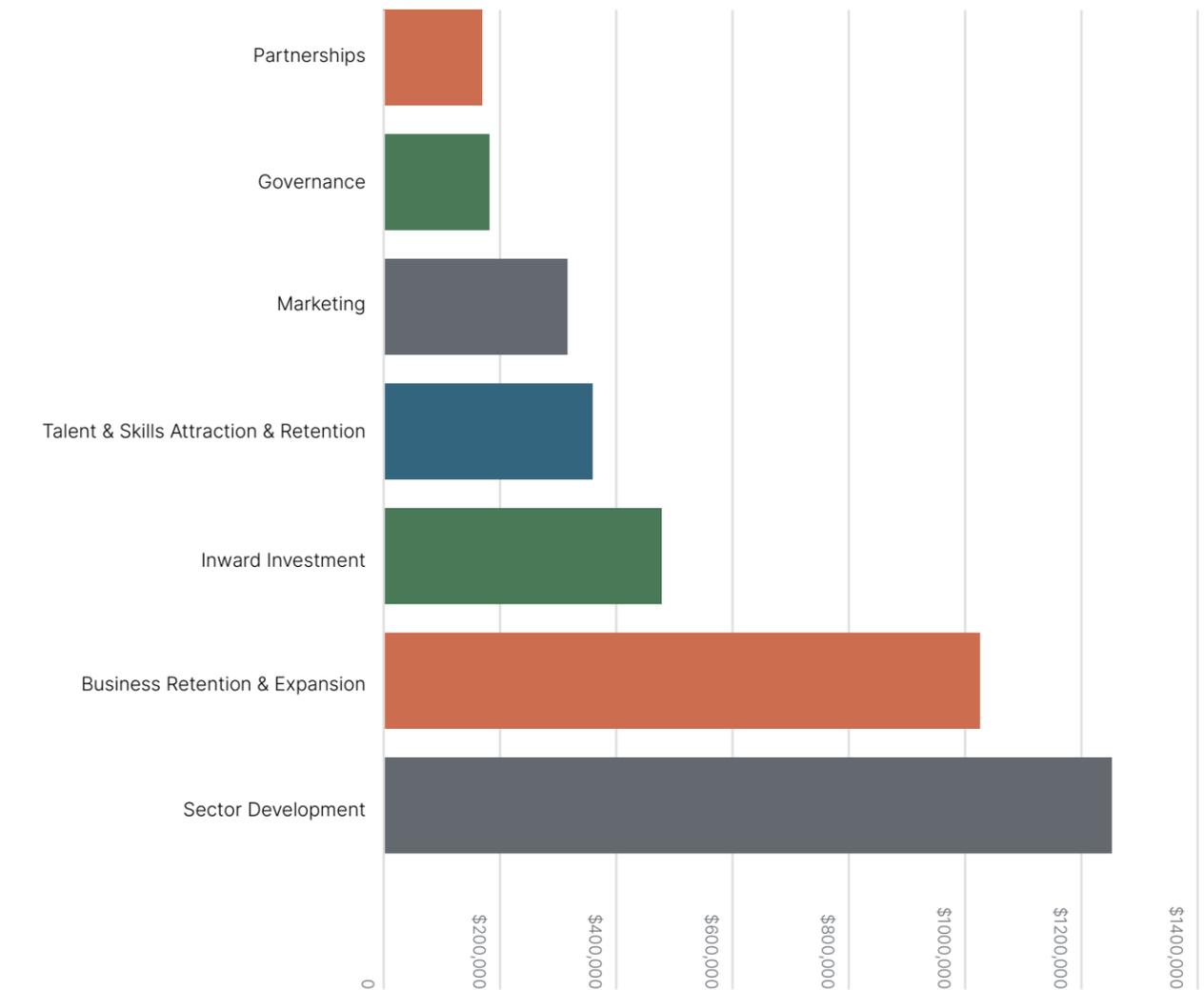
We have also secured funding this year through the Ministry of Business Innovation and Employment which has enabled us to accelerate key projects for the region to support the recovery of business and the visitor sector through the impacts of COVID-19.

Specific funding is also received from commercial organisations for sponsorship of programmes and joint projects as identified. These have been impacted again this year due to COVID-19.



- Council funding **\$2,554,300**
- Central Government funding **\$1,195,081**
- Industry contribution **\$17,653**
- Other revenue **\$15,739**

How we allocate our funding*



*Note:

- Marketing costs where directly related to an activity are included in the budgeted costs for that activity
- Business Retention and Expansion includes the Regional Business Partner programme
- Sector Development expenses include expenses in relation to additional central government funding for COVID-19 impact support
- Employee and operating expenses where not directly related to an activity have been allocated on a percentage of expenditure basis

How We Operate

In keeping with social and economic responsibility, and best management practice, CEDA aims to continue its operations in an efficient and effective manner, as a future-focused organisation committed to supporting initiatives that enhance and protect our natural and built environment.

As a Council-Controlled Organisation we are highly conscious that much of our funding is derived from public monies. In line with our policies and procedures our expenditure is subject to a standard of probity and financial prudence, and able to withstand public scrutiny. We work to optimise existing funding and generate savings from within current funding arrangements in order to deliver value for money to the shareholders and the rate payer.

Te Tiriti o Waitangi

CEDA recognises the principles of the Treaty of Waitangi and acknowledges the importance of partnering with local iwi, hapu and Māori, and recognition of Tangata Whenua in the region. To guide CEDA's work a framework has been developed that is based on the Treaty of Waitangi. This framework will guide our conversations and relationships, while seeking to improve communication and outcomes. CEDA is committed to understanding the complexity of iwi, hapu and Māori networks, and supporting the Māori economy which is in the position where there is significant potential for growth and development.

Health and Safety

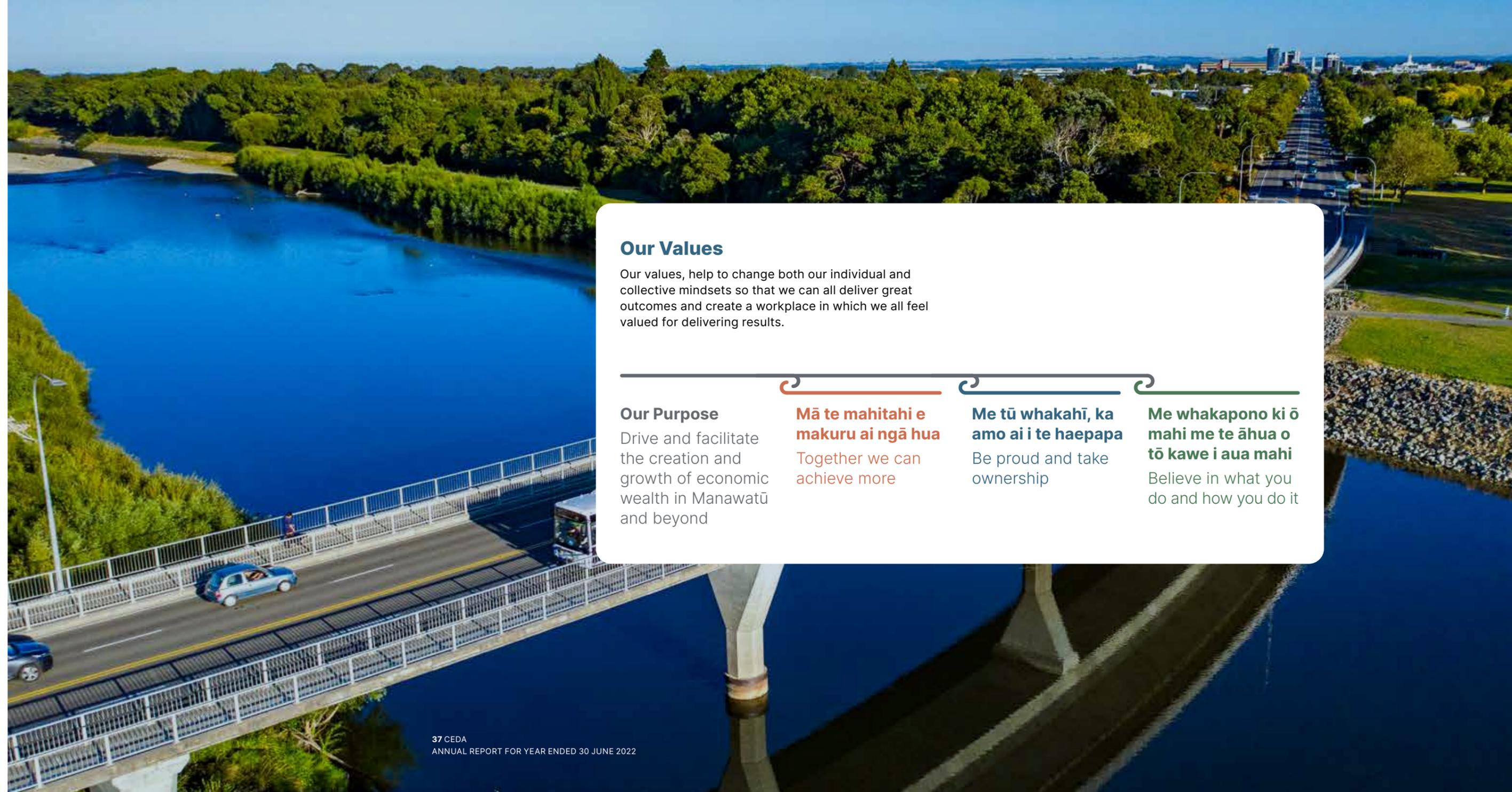
Health, safety and wellbeing is a mutual objective for everyone who works, visits, or has business with CEDA. We are committed to the health and safety of all workers, visitors, our partners and business community by undertaking all measures reasonably practicable to provide a safe working environment, and business premise.

We believe that creating and maintaining a healthy work environment is a shared responsibility where both employees and employers have roles and responsibilities, including the maintenance of a balance between work and non-work activities through communication and cooperation, and a flexible working policy to support the wellbeing of the team.

Our People

The team at CEDA are a passionate group of people that love the Manawatū and are driven to grow and develop the wider region. We are experts in business development and investment, talent development, marketing and communications. Collectively we are facilitators and supporters, connecting with our community to foster regional and economic development.

CEDA's success is underpinned by its people, connections and networks both locally, nationally and globally. Our focus is on building an organisation that has a culture, capacity and capability to deliver on expectations.



Our Values

Our values, help to change both our individual and collective mindsets so that we can all deliver great outcomes and create a workplace in which we all feel valued for delivering results.

Our Purpose

Drive and facilitate the creation and growth of economic wealth in Manawatū and beyond

Mā te mahitahi e makuru ai ngā hua

Together we can achieve more

Me tū whakahī, ka amo ai i te haepapa

Be proud and take ownership

Me whakapono ki ō mahi me te āhua o tō kawē i aua mahi

Believe in what you do and how you do it

The background of the page is a photograph of a city street at dusk. On the left, a tall, light-colored clock tower with a dark dome and a clock face is visible. In the foreground, several ornate streetlights with multiple curved arms and lamps are silhouetted against the sky. To the right, a utility pole with cross-arms is also visible. The overall scene is dimly lit, with a soft glow from the streetlights and the clock tower.

He Tauākī Whakatutuki Ratonga **Statement of Service Performance**

CEDA's performance measure framework identifies quantifiable measures of our programmes and activities aligned to our key strategic outcomes. Performance measures and outcomes July 2021 to June 2022:

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
Attract, retain, and develop talent in the region			
Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market	Lead and support the regions attraction and retention of talent, skills, and investment	Lead the delivery of the Manawatū Talent and Skills Attraction and Retention Strategy, year one action plan, including the creation of a pathways to employment and career development programme	<p>Talent and Skills Workforce Profiles were completed for the Infrastructure and Construction and Food and Fibre Sectors of the region.</p> <p>A Talent Attraction Marketing Campaign, specifically targeted at the Infrastructure and Construction sector, was launched in November 2021. CEDA partnered with a recruitment agency to act as an employment triage partner, for those looking for career opportunities in the region and to support potential opportunities for their partners or family. Seven businesses came on board to support the campaign and gained high levels of interest in available employment opportunities. The campaign resulted in 950,802 impressions through social media and 1,298,719 Google Ad impressions for the period from November to January 2022.</p> <p>The Infrastructure & Construction Collective Action Group - Te Rōpū Tuapapa was set up, and two workshops held with 35 participating businesses, to support identifying barriers and opportunities in relation to talent attraction. This has resulted in a draft Action Plan for the group, incorporating actions from the Talent and Skills Workforce Profile.</p> <p>Further to this an Employer and Workplace Hub was launched on CEDA.nz to provide support and information for businesses on the Manawatū labour market, tools and resources available, and information on CEDA programmes of work in the attraction, retention and development of talent and skills in the region. Workforce profiles on the Infrastructure and Construction and Food and Fibre Sectors are also available.</p> <p>A Talent and Skills Business Survey was completed with 69 businesses taking part. The survey was co-created with Immigration New Zealand, Feilding and District Promotions, Manawatū Business Chamber and Welcoming Communities, to better understand the current labour market, given record low unemployment, and identify where CEDA might be able to provide support or focus its future activities.</p> <p>An Accelerate Academy career pathway programme was launched in association with Te Whatu Ora – Health NZ and the Ministry of Education, to showcase various Health Sector jobs. The programme, available to Māori secondary school students, is a 10-week experience with students having the opportunity to meet a variety of employers and staff to learn more about the health sector and the career opportunities available.</p> <p>The NZ Careers Expo was held this year at the Central Energy Trust Arena, with 59 Exhibitors and 2,950 secondary students, visitors, and career changers attending to support identifying future opportunities and pathways to employment.</p>

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
		Deliver year two of the Te Aho Tāmaka three-Year strategy, including two leaders aligning their support to relevant regional projects, building business or talent capability	<p>Two new leaders were welcomed into Te Aho Tāmaka Leaders Programme: Johanna Wood (sports administrator) and Alison Quigan (actor, writer, and director).</p> <p>Engagement events for the year consisted of:</p> <ul style="list-style-type: none"> Hon. Steve Maharey presented to the Manawatū-Whanganui Local Authority Shared Services; Future Leaders Programme, organised in collaboration with Manawatū District Council. Robin Stalker hosted a question-and-answer session about how Manawatū influenced his journey and the attributes that have helped him achieve a high level of success. Dr Farah Palmer, Linda Jenkinson and Vanisa Dhiru virtually hosted a kōrero around Diversity and Inclusion in Governance, an interactive discussion with participants from across the country. Hon. Steve Maharey contribution to the Advisory Group for the Manawatū Food Strategy. <p>These sessions were shared through relevant CEDA channels.</p>

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
<h2>Attract, retain, and develop business and investment in the region</h2>			
Support our sectors of strength to grow through targeted business development and retention initiatives and activities	Development of priority sectors through sector strategy implementation, cluster development and partnerships with Māori.	Implementation of the Destination Management Plan year two actions, to lift visitor sector business capability, and develop the Māori Tourism Plan	<p>\$1 million secured through government Tourism Communities Support, Recovery and Re-Set Plan to help support the regions visitor economy through the impacts of COVID-19. This funding has enabled us to deliver on the regions Destination Management Plan, focusing on growing the capacity of the team and developing the capability of the visitor sector through:</p> <ul style="list-style-type: none"> • Delivery of a series of workshops focusing on Digital Capability, and Sustainable Pricing and Packaging. One-on-one follow-ups from the pricing and packaging workshops have supported operators such as Te Manawa, NZ Rugby Museum, Awastone, Makoura Lodge, and Caccia Birch. • Attendance at an Inbound Tour Operator speed-dating event in Auckland, where one-on-one meetings with more than 40 agents from North America, Europe, southeast Asia, and China were held. This provided us valuable insights into new travel trends and what operators are looking for in the new pandemic environment, to help inform our future capability work and operator support. • Implementation of year one of the Rangitāne o Manawatū Māori Tourism Strategy in partnership with the Māori Tourism Working Group through the appointment of a project lead engaged with input from our iwi partners. • The Coastal Arts Trail was soft launched in January 2022. The Trail is a collaboration between Manawatū, Whanganui and Taranaki to target the Auckland and Wellington visitor market with self-drive itineraries. A trail website has been launched which showcases 14 of Manawatū's key artists, galleries and studios, as well as public art across the region. • Through partnership with Tourism New Zealand created an engaging video for international travel trade promoting Manawatū as a destination. The video features a range of Qualmark accredited activities from across our region. The video has been used by the Tourism New Zealand team including in an online training webinar with 44 Australian travel trade agents and showcased through their closed Facebook groups for offshore travel agents. • Co-authored the rewritten Tourism Sector Profile for the region, updating it for the first time since 2011, in partnership with Palmerston North City Council and Manawatū District Council. <p>Twelve events were supported through the Regional Events Fund, administered on behalf of central government, to support visitor attraction to the region, with total funding allocated of \$118,200 (a number of the events were postponed due to COVID-19).</p>

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
		Implementation of year four of the Agritech Strategy action plan, to grow the sector, attract investment, increase research and development activity, develop talent and skills, and increase the national and global profile of the region, including delivery of NZ AgriFood week	<p>The Manawatū Agritech Strategy in its fourth and final year had the following outcomes:</p> <ul style="list-style-type: none"> • Partnership with Sprout Agritech to produce quarterly roaming networker reports. • Partnership with NZ Entrepreneur as part of the national Innovation Nation Showcase, to profile nine of our regions' innovators. • Partnership with the Technology Investment Network to sponsor the 2021 Agritech Insights Report. • Review of New Zealand AgriFood Week that resulted in this becoming New Zealand AgriFood Talks for 2022, as a 2-day event that focused on a "big question" in the sector. Due to COVID-19 the event did not run in 2022.
	Retain businesses in the region through engagement and identification of barriers to growth	Implement year one of the Business Retention and Expansion Strategy through structured business engagements, identifying specific business expansion constraints and facilitating resolutions	<p>CEDA developed and commenced implementation of the Business Attraction, Retention and Expansion strategy for Manawatū. The Strategy was developed to gain further understanding of the needs of business looking to establish in the region, and the barriers and opportunities to expansion and retention.</p> <p>An engagement plan has been developed to support CEDA's engagement with key business leaders and businesses, consisting of over 100 regional businesses that are of significance to the region. 13 businesses have been engaged to date.</p>
	Facilitate access to specialist innovation, and start-up expertise	Partner with The Factory, Sprout Agritech and Callaghan Innovation to deliver start-up and innovation support	<p>Through its partnerships with Sprout Agritech and The Factory, CEDA contributed to the selection panel at the Sprout Agritech Accelerator cohorts, participated in judging the Young Enterprise Scheme regional finals, and supported promotion of The Factory's Innovate 2021 programme. These events saw 189 entrants for the Accelerator and Innovate programmes, with 17 finalists, and 25 businesses created through the region's secondary schools under the Young Enterprise Scheme.</p> <p>Callaghan Innovation grants were issued to regional businesses during the year totalling \$2,862,877. This included Getting Started, Project, Research and Development Experience Grants, and Student Fellowships Masters and Career PhDs, with 28 tertiary student 10-week placements into local businesses.</p>

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
	Develop and grow businesses by delivering information, advice, and support	580 businesses supported through CEDA business development programmes and activities including the Regional Business Partner Programme**	540 unique businesses supported year to date which included, 621 total engagements through CEDA programmes and activities including 245 Capability development engagements, 43 Business Mentor matches, 59 Visitor Operators supported and 48 Digital Champion Programme businesses. This total includes 34 Māori business supported. \$235,511 Management Capability co-funding was issued to businesses including \$5,000 COVID-19 support.
Attract business and investment to the region	Implementation of Inward Investment strategy with regional partners, through the attraction of investment to the region including key regional projects	Identify and support three key investments to the region including Te Āpiti development project	<p>CEDA has been reengaging with Te Āpiti Gorge Governance Group to build on the opportunities presented in Whakatakotoranga Matua Ki Te Āpiti – Te Āpiti Manawatū Gorge Masterplan and move ahead with the Tourism Potential work that we've been leading over the last few years.</p> <p>SoundSphere hi-tech audio has reengaged with CEDA on the opportunity to establish an Oceania headquarters in Manawatū with a potential site identified.</p> <p>Other investment opportunities supported in the region were Beam Mobility e-Scooter company (now located in the region), Australian Defence Apparel office co-location, and ongoing facilitation on the Hiringa Energy's hydrogen heavy vehicle refuelling (currently under construction). 6 additional engagements to identify potential investment opportunities were undertaken.</p>
		Te Utanganui (Central New Zealand Distribution Hub) strategy implementation through development of business cases for multiple infrastructure projects	<p>The Central New Zealand Distribution Hub has progressed over the past year including the establishment of the Steering and Reference Groups, and a new name gifted to the project of 'Te Utanganui'. The project focus has moved into aligning inward investment and securing further partners for the project, which has involved socialising the opportunity with investors and continued advocacy with central government.</p> <p>A new brand and collateral has been developed, including a micro-website, video, a condensed Strategy and a two-pager to further support the advocacy work, and the Story of Te Utanganui.</p>
		Development of a Food Strategy for the region identifying investment opportunities	<p>Stage 1 of the Manawatū Food Strategy was completed in June 2022. The strategy outcomes aligned with those agreed in the terms of reference with CEDA and the final document will provide a good platform for Stage 2 of the food strategy development to follow. The work to date has looked at several successful overseas models, and international best practice.</p> <p>The strategy identified regional strengths (our talent pool, our approach to innovation, business development and the business climate) and highlights that we need to establish connections with other regions in New Zealand.</p>

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
Profile the region to attract people, business, and investment			
Profile Manawatū locally, nationally, and globally The strategy development	Lead and develop the stories of Manawatū, creating a narrative and a unified positioning, incorporating the cultural heritage of iwi	Leverage the regional identity to attract people business and investment to the region, with 8 content pieces published	<p>Regional Identity completed, endorsed, and rolled out across key platforms and channels and collateral, including:</p> <ul style="list-style-type: none"> • Stage one and two of the regional website updates completed, including development of a Hot Deals section, and enhanced Live-Here content designed to support profiling the region as a great place to live and visit. • All consumer social media channels • A full signage refresh plan has been developed, with signage replaced in Sanson on State Highway One • A new regional Visitor Guide developed to showcase the offerings of the city and region. This is now in circulation across i-SITES nationally and throughout the lower North Island • A refreshed brand and updated The Country Road brochure • The new regional Liveability Prospectus was launched, giving a comprehensive overview of the lifestyle options and benefits in our city and region and shared with employers to help in their talent attraction. • Three campaigns for talent, visitor and shop local have helped bring the brand to life • Redeveloped our consumer newsletter targeting visitors, to 'Fresh Finds' in the new branding <p>The Manawatū Summer Get Lost campaign, ran from November 2021 to the end of February 2022, included a number of channels including outdoor advertising in central Wellington, double-page features in Our New Zealand, and RV Lifestyle magazines, and a digital campaign. The campaign had strong results with more than 22,500 visits to the campaign hub on ManawatuNZ.co.nz. The campaign hub was the most visited page on ManawatuNZ.co.nz across the three months in market. Total digital impressions for the campaign were 7,500,000.</p> <p>A Get Local campaign was run through April and May, in partnership with the Manawatū Business Chamber. The campaign encouraged residents to support and spend at local hospitality, retail and visitor businesses. The radio and social campaign gained strong engagement with organic Facebook reach of 32,992 locals and 3,538 direct engagements. Throughout the campaign period, the website homepage was the most popular page on the site with nearly 4,000 visitors engaging with the hub.</p>

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
			20 content pieces have been curated by CEDA and published on CEDA.nz and ManawatuNZ.co.nz. Some of these content pieces have also been picked up by media across multiple platforms including features in Our New Zealand Magazine, RV Today, NZ House and Garden, and Destinationz.
		40 direct media features published profiling the region across people, place, and business with a reach of more than 2.5 million***	71 media features profiling the city and region have been achieved through CEDA's work, across print, radio and digital platforms with a combined reach of 30,228,674 readers, listeners and subscribers. Highlights include Kia Ora Magazine, NZ House and Garden, Stuff Travel, Kiwi Tripsters, Whanganui Chronicle, For the Love of Travel, NZ Herald, and KarryOn.
	Grow engagement on regional web and digital platforms for increased promotion of and information on the region	11% increase in 'sessions' on ManawatūNZ.co.nz, and social media engagement****	<p>Web traffic for ManawatuNZ.co.nz in the 2021-22 financial year was up 1.7% with 254,233 sessions (21/22) vs 250,000 (baseline set in 20/21). This was due to several factors, including:</p> <ul style="list-style-type: none"> • Launching the refreshed website during the year • Travel sentiment down and fewer events happening due to the pandemic • Postponement of the Autumn Campaign due to the Omicron outbreak <p>Our regional social media channels saw growth:</p> <ul style="list-style-type: none"> • Palmy & Manawatū FB followers (21,560), up 4.58% from 7 July 21 (20,616). (Note: 7 July 2021 is when we merged ManawatuNZ and MyManawatu Facebook pages.) • ManawatuNZ Instagram followers (7,925), up 3.36% from 1 July 21 (7,667)

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
Lead inclusive and sustainable economic development for the region			
Develop strategic partner relationships, leveraging opportunities	Continue to build on relationships with shareholders, central government agencies, key regional stakeholders, local iwi and Māori, and business support groups	Partnership agreements and workplans reviewed and agreements in place with key central government agencies	<p>CEDA has central government agreements in place with Ministry of Culture and Heritage Te Urungi funding; Ministry of Business, Innovation, and Employment Support, Recovery and Reset funding, and Digital Boost pilot; and the Ministry of Education and Te Whatu Ora – Health NZ, Accelerate Academy.</p> <p>Regional partnership agreements are in place with Rangitāne o Manawatū, Sprout Agritech, The Factory, UCOL Te Pūkenga, Te Mana Atatū, Coastal Arts Trail (Whanganui & Partners, Venture Taranaki), Regional Events Fund (Whanganui & Partners, Venture Taranaki), Manawatū Young Professionals Network, Network of Skilled Migrants Manawatū, and Chiasma.</p> <p>Ministry of Business, Innovation and Employment Regional Business Partner programme delivery for 22-25 was secured.</p> <p>CEDA biennial Customer Satisfaction survey 74% satisfaction up from 69% for year end June 2020.</p>
		Iwi partnership projects implementation underway	<p>Through our partnership with Rangitāne o Manawatū, we have had input and engagement from iwi in the Destination Management Plan implementation and refresh, Regional Identity roll out, and Te Utanganui (Central New Zealand Distribution Hub) including the gifting of the name and co-design of the brand.</p> <p>Through consultation with Rangitāne o Manawatū, a contractor was engaged to facilitate the delivery of the Rangitāne o Manawatū Māori Tourism Strategy, and to lead the project delivery of the new project He Ara Kotahi, Hei Ara Kōrero, funded via the \$700,000 secured from the Ministry of Culture and Heritage.</p> <p>A contractor was engaged through partnership with Te Manu Atatū for Māori business support, initially funded through central government, this role was continued to year end for ongoing Māori business support and development.</p> <p>Engagement with Te Au Pakihi has commenced, to review CEDAs role in Māori business support.</p>

Service Level Statement	Performance Measure	2021/22	Outcomes to June 22*
Data and insights communications on the performance of the region's economy	Economic impact information regularly communicated to stakeholders and business, including iwi and Māori business sector	Set baseline for audience engagement across key communications including economic updates, Māori economy data and regional news. Set baseline now from 20-21 year	<p>92 engagement activities year to date:</p> <ul style="list-style-type: none"> • 4 Quarterly Economic Overviews • 3 Quarterly Retail Reports produced • 57 60 Seconds with CEDA sent • 10 Training & Development Guides • 2 Business Surveys • 3 Visitor Industry Updates • 12 media profiles, stories or commentary provided <p>CEDA.nz sessions were down 19.7% for the year to June 2022, to 23,871 (due to COVID-19 business support traffic to the website being so high in the previous year).</p> <p>CEDA Facebook followers (1,071), up 41.2% from 1 July 2021 (758). Target for the FY was 1,100 followers. 148 posts published from 1 July 2021 to 30 June 2022.</p> <p>CEDA LinkedIn followers (1,030), up 18.3% from 1 July 2021 (870). Target for the FY was 950 followers. 106 posts published from 1 July 2021 to 30 June 2022.</p> <p>Māori Economic Report published on Māori business activity in the Manawatū-Whanganui region, which was co-developed by CEDA, Palmerston North City Council, Massey University, and Te Au Rangahau. This has been published on www.ceda.nz.</p>
Work plan aligned to delivery of Statement of Service Performance	Development of Business Plan with outcomes on delivery of the Statement of Intent	Business Plan developed and delivered to shareholders by 31 October	Business plan delivered to shareholders

*These outcomes may have been impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19, the ongoing impacts of COVID-19, and the governments Strategic Tourism Asset Protection Programme and Tourism Communities: Support, Recovery and Re-set Plan funding received to support regional recovery efforts.

** assuming continued funding of the Regional Business Partner programme by NZTE and Callaghan Innovation

***reach measured by media and/or publication audience/readership

**** increase in sessions for 2021/22 to be based on a baseline of 250,000 due to additional activity in the 2020/21 financial year due to Strategic Tourism Assets Protection Programme funding received in response to COVID-19



Ngā Tohu Aroturuki Monitoring Indicators

In addition to our performance measures, the Shareholders of CEDA have identified a further set of monitoring indicators. These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our control, for example; exchange rates, natural disasters, government policy.

As the region's economic development agency, we have a role in monitoring and influencing these indicators where we can, however we do not measure the performance of our organisation against them.

The Councils have the responsibility to report on these indicators.

Indicator	Actual 2020	Actual 2021	Actual 2022	Regional target*
Change in total number of jobs (employees and self-employed)	2.4% increase (+1,589 jobs) from March 2019 66,060 total employees and self-employed as at March 2020)	1.1% increase (+716 jobs from March 2020) 66,776 total employees and self-employed as at March 2021)	<i>Year ending March 2022 data to be released in October 2022</i>	1.9% average annual increase over three years
Change in median salaries and wages	4.7% increase \$54,103 as at March 2020	3.1% increase \$55,805 as at March 2021	<i>Data to be released in May 2023</i>	2.6% pa increase
Change in total earnings (salaries, wages and self-employment income)	6.9% increase, \$243 million increase \$3,729 million for year ending March 2019	6.3% increase, \$237 million increase \$3,965 million for year ending March 2020	<i>Data to be released in 29 November 2022</i>	3.7% pa increase, average annual increase of \$104 million

Indicator	Actual 2020	Actual 2021	Actual 2022	Regional target*
Change in total GDP and per capita GDP	0.6% increase in annual GDP for year ending June 2020 \$6,669 million 1.6% increase per capita \$54,264 per capita	6.6% increase in annual GDP for year ending June 2021 \$7,111 million 6.1 % increase per capita \$57,579 per capita	<i>Data to be released in October 2022</i>	1.8% average annual increase in total GDP 0.6% average annual increase in per capita GDP
Estimated population change - 65 years and over population (for demographic monitoring)	1,800 estimated increase to June 2020 1.5% annual increase 459 increase in NZ Superannuation recipients to year end June 2020, 2.6% increase	600 estimated increase to June 2021 0.5% annual increase 498 increase in NZ Superannuation recipients to year end June 2021, 2.7% increase	<i>Data to be released in October 2022</i>	1,350 population increase pa, 1.2% average increase pa Estimated 530 population increase pa, 3.3% pa
Net overseas migration	-219 to June 2020	<i>Data to be released December 2022</i>	<i>Data to be released in December 2023</i>	660 average annual net migration gain
Electronic card spending by visitors in Manawatū region (domestic and international)	8.9% decline \$25 million decline \$256 million for year ending June 2020)	20.7% increase \$53 million increase \$309 million for year ending June 2021	0.03% decrease \$0.1 million decrease \$309 million for year ending June 2022	5.7% pa increase, average annual increase of \$22 million
Number of guest nights in Manawatū region	<i>Not available</i>	<i>Not available</i> 456,600 guest nights year ending June 2021	13.5% decrease 394,800 guest nights year ending June 2021	1.6% pa increase
Change in MSD benefit recipients	13.4% increase 1,059 increase to June 2020	1.9% decline 170 decline to June 2021	1.1% decline 99 decline to June 2022	1.6% pa decline, average annual decline of 130 people
Reputation of Manawatū / Palmerston North as a great place to live and do business**	<i>Not available</i>	<i>Not available</i>	<i>Not available</i>	3% increase over 3 years

*excludes any annual inflation increase

**as measured by UMR Research compiled 3 yearly, first measured in 2016



Mō CEDA About CEDA



The Central Economic Development Agency (CEDA) is a Limited Liability Company incorporated and registered under the Companies Act 1993. CEDA commenced full operations in September 2016 and is a Council controlled organisation jointly owned by the Palmerston North City Council (50%) and the Manawātū District Council (50%).

CEDA's Purpose and Principal Activities

The primary objective of CEDA is to drive and facilitate the creation and growth of economic wealth for Manawātū and beyond. CEDA's principal activities are directed by its Statement of Intent for the current year.

CEDA's Constitution Objectives

- (a) The principal objectives of the Company are to achieve the objectives of the Shareholders, both commercial and non-commercial as specified from time to time in the Statement of Intent and, in particular, to drive and facilitate the creation and growth of economic wealth for Manawātū and beyond;
- (b) be a good employer;
- (c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the Company operates and by endeavouring to accommodate or encourage these when reasonably able to do so.

CEDA's Structure and Governance

The Board of up to seven (currently six) independent directors is responsible for the strategic direction and control of CEDA's activities.

The Board guides and monitors the business and affairs of CEDA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Company's Constitution and this Statement of Intent.

The Board's approach to governance is to adopt "good practice" with respect to:

- the operation and performance of the Board
- managing the relationship with the Chief Executive
- being accountable to all shareholders and reporting to the Joint Strategic Planning Committee of Manawātū District Council and Palmerston North City Council

The Chief Executive Officer is responsible for the day-to-day operations of CEDA, engaging and oversight of staff and reporting to the directors on performance against CEDA's objectives.

Te Pūrongo Rangatōpū Corporate Report

For the year ended June 2022

Ownership

Central Economic Development Agency Limited (“CEDA”) is a Limited Liability Company incorporated and registered under the Companies Act 1993.

CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002. The shareholders of CEDA are Palmerston North City Council (50%) and Manawatū District Council (50%).

CEDA's Mission and Principal Activities

The primary objective of CEDA is to drive and facilitate the creation and growth of economic wealth for Manawatū and beyond.

CEDA's principal activities during the year to 30 June 2022 were directed by the Statement of Intent 2021/22 under the key strategic objectives of; inward investment (both national and international), retention and expansion of business in the Manawatū region (along with the survival and recovery of businesses due to COVID-19), developing a talent pipeline, and domestic visitation (due to impacts from COVID-19).

Company's Affairs

The Directors regard the state of the Company's affairs to be satisfactory. Details of the year under review are included in the Chairman's and Chief Executive's Reports and the statutory accounts of the Company published herewith.

The Directors are responsible for the preparation of CEDA's financial statements, and statement of service performance, which give a true and fair view of the financial position of CEDA as at 30 June 2022 and the results of its operations and cash flows for the 12 months ended on that date.

The Directors consider that to the best of their knowledge and belief the financial statements and statement of service performance have been prepared using accounting policies appropriate to CEDA's circumstances, consistently applied and supported by reasonable and prudent judgments and estimates.

The Directors have the responsibility for establishing and maintaining a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of financial reporting. The Directors consider that to the best of their knowledge and belief adequate steps have been taken to safeguard the assets of CEDA and to prevent and detect fraud and other irregularities.

In our opinion, these financial statements and statement of performance fairly reflect the financial position and operations of CEDA for the year ended 30 June 2022.

Directors

Retirements

During the 2021/2022 financial year the following Directors retired from the Board:

- Malcolm Bailey retired effective 17 December 2021
- Arthur Chin resigned effective 31 July 2021
- Francene Wineti resigned effective 31 May 2022

Appointments

During the 2021/2022 financial year the following Directors were appointed to the Board:

- Robyn O'Fee appointed as Chairperson, 18 December 2021
- David Norman, 18 December 2021
- Paul Bayly, 18 December 2021

Directors remuneration

The amount of \$169,978 per annum to 30 June 2022 and \$180,139 to 30 June 2021 was paid, or due and payable, to members of the Board as authorised by the shareholders as follows:

	2021/2022	2020/2021
Robyn O'Fee	40,000	25,000
Malcolm Bailey	27,500	55,000
Robbie Pickford	25,000	25,000
Margarita Mare	25,000	5,347
Francene Wineti	23,819	25,000
David Norman	12,500	0
Paul Bayly	12,500	0
Arthur Chin	3,659	5,347
Susan Foley	0	19,722

Blair O'Keefe	0	19,722
Lucy Griffiths	0	18,750
Total	169,978	180,139

No other remuneration or benefits other than reimbursement of expenses has been paid or given to Directors.

Directors indemnity and insurance

The Company is responsible for the payment of Directors indemnity insurance premiums.

Use of company information by Directors

There were no notices from Directors of the Company requesting to use company information received in their capacity as Directors that would not otherwise have been available to them.

Shareholding by Directors

During the year there were no shareholding transactions involving Directors.

Directors interests

During the course of the year to 30 June 2022, Directors declared interest in the following entities:

M G Bailey		
INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Director/Shareholder	Bailey Agriculture Ltd	None
Director/Shareholder	Bailey Family Properties Ltd	None
Director/Shareholder	Embryo Technologies Ltd	None
Director	Westpac NZ Ltd	Supplier
Director	Red Meat Profit Partnership Ltd	None
Director/Shareholder	Gleneig Holdings Ltd	None

Director/shareholder	Etech NZ Ltd	Has received business support from CEDA in the form of training vouchers
Director/Shareholder	BBD Industrial Properties Ltd	None
Director/Shareholder	RMI NZ Ltd	None
Chairman	Dairy Companies Association NZ	None
Chairman	NZ International Business forum	None
Trustee	Bailey Trust	None
Shareholder	AGInvest Holdings Ltd	Has received business support from CEDA in the form of training vouchers
Shareholder	Nutrimix NZ Ltd	Has received business support from CEDA in the form of training vouchers
Director/Shareholder via Tadpole	Frog Parking Ltd	Has received a Callaghan Innovation grant
Director/Shareholder	Tadpole NZ Ltd	None
Director/Shareholder	Greentech NZ Ltd	Greentech Robotics has received a Callaghan Innovation grant
Director	Etech Engineering Services Ltd	None
Director	BBD No 2 Limited	None
Shareholder	AgInvest Holdings Ltd	None

P D Bayly

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Director/Shareholder	Sitesoft International Limited	None
Trustee	Massey University Foundation	None
Trustee	Sarjeant Galley Trust	None

Trustee	Whanganui Collegiate College Board of Trustees	None
Trustee	Clawton Trust	None
Trustee	Pataka Trust	None
Shareholder	SOS Investments Limited	
Director/Shareholder	Envirofert Limited	None
Director/Shareholder	Clawton Investments Limited	None
Director/Shareholder	Seven Peaks Pacific Limited	None
Director/Shareholder	Bayly Lazarescu & Partners Limited	None

A I S Chin

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Owner	Curation	Service Provider for the Regional Business Partner (RBP) programme that CEDA delivers
Shareholder	New Zealand Nature Highlights Limited	Has accessed capability support through RBP
Director/Shareholder	Chin-Lin Investments Limited	None
Director/Shareholder	New Zealand Education Indicator Limited	None
Director/Shareholder	Karo Ridge Limited	None
Director/Shareholder	Simply Works Limited	None

M A Mare

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Interest	Nature of Interest	Relationship to CEDA
Director	DKSH New Zealand Limited	None
Director	DKSH Services New Zealand Limited	None
Director	Loaded Drinks Limited	None

R R O'Fee

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Shareholder	O'Fee and Associates Ltd	Service Provider for the Regional Business Partner Programme that CEDA delivers
Director/Shareholder	AE & R McGregor Trustee Service Limited	None
Director	Amorini NZ Limited	None
Director/Shareholder	AMQ Trustee Services Limited	None
Director/Shareholder	At Home Childcare Trustee Services Limited	None
Director/Shareholder	Bendall Trustee Services Limited	None
Director/Shareholder	Bly Holdings	None
Director/Shareholder	Cafee Limited	None
Director	Carpenters Dental (2012) Limited	None
Director/Shareholder	Christina McNeill Trustee Services Limited	None
Director/Shareholder	CSM Trustee Services Limited	None
Director/Shareholder	DJ & GS Dench Trustee Company Limited	None
Director/Shareholder	DJ & JP Bridges Trustee Services Limited	None
Director/Shareholder	Doyle & O'Fee Trustee Services Limited	None
Director/Shareholder	GKFT Trustee Co Limited	None
Director/Shareholder	Gone West Now Limited	None
Director/Shareholder	GR & LM Tattle Trustee Services Limited	None
Director/Shareholder	HTK Liu Trustee Services Limited	None

Board Member	Himatangi Beach Community Trust	None
Shareholder	Instep Trust Limited	None
Director/Shareholder	Jagan Trustee Services Limited	None
Director/Shareholder	Jondannic Trustee Services Limited	None
Director/Shareholder	JS & KL Barber Trustee Services Limited	None
Shareholder	KBMR Trustee Services Limited	None
Shareholder	KN2NZ Limited	None
Director/Shareholder	Lakasa Trustee Company Limited	None
Director/Shareholder	Lake Taupo Motor Inn Limited	None
Director/Shareholder	Lowland Trustee Services Limited	None
Director/Shareholder	Manxy Trustees Limited	None
Director/Shareholder	Maratak Trustee Services Limited	None
Director/Shareholder	Mellor Trustee Services Limited	None
Director/Shareholder	Nichol Nominees Limited	None
Trustee	M E & R R O'Fee Family Trust	None
Director/Shareholder	O'Fee Pringle Trustee Services Limited	None
Director/Shareholder	O'Fee Trustees 2010 Limited	None
Director/Shareholder	O'HFT Trustee Services Limited	None
Director/Shareholder	Omega Corporate Trustee Limited	Has received business support from CEDA in the form of training vouchers

Director/Shareholder	Palmer-Chryshall Trustee Limited	None
Director/Shareholder	RH Polson Trustee Services Limited	None
Shareholder	SBF Trustee Services Limited	None
Director/Shareholder	Skinner Trustee Services Limited	None
Board Member	SPCA	None
Shareholder	TBF Trustee Services Limited	None
Director	WJO Investments Limited	None
Director/Shareholder	Worthington Trustee Services Limited	None
Director/Shareholder	W&J Jensen Trustee Services Limited	None
Director/Shareholder	T A Trustee Services Limited	None

R A Pickford

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Daughter is an employee	Nelson Regional Development Agency	CEDA and Nelson RDA both deliver services under the Regional Business Partner Programme
Director/Shareholder	Robbie Pickford Consulting	None
Shareholder	Epic M-Sport Ltd	None

F Y Wineti

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Director	Ngāti Tuwharetoa Fisheries Limited	None
Director	Awariki Limited	None
Independent Director	Bioprocessing Resource Alliance	None

Trustee	Te Huarahi Tika Trust	None
Director/Shareholder	Awariki Investments Limited	None
Director	Hautaki Limited	None
Director	Te Kupenga Hou	None

All directors are indemnified under the Directors and Officers Liability Insurance policy. Details of related party transactions made during the year are shown in note 14 of the Notes to the Financial Statements.

Remuneration of employees

The number of employees, who are not Directors, whose total remuneration and benefits exceeded \$100,000 in the financial year were:

	2021/2022	2020/2021
\$100,000 - \$199,999	4	3

Auditors

Auditor's remuneration of \$27,558 (exclusive of GST) for the 2022 audit is reflected in the financial statements as due and payable.



An aerial photograph of a city at dusk. The sky is a deep blue with some light clouds. The city below is densely packed with buildings of various colors and heights. In the background, there are rolling hills or mountains under the twilight sky. The overall mood is serene and urban.

Tutukinga Ahumoni **Financial Performance**

Group Statement of Comprehensive Revenue and Expense

Central Economic Development Agency Ltd (CEDA)

For the year ended 30 June 2022

Account	Notes	Actual 2022	Budget 2022	Actual 2021
Revenue				
Council Funding	4	2,510,001	2,347,379	2,513,472
Other Services Revenue		1,212,734	697,928	1,170,765
Project Revenue		44,299	230,000	304,120
Total Revenue		3,767,034	3,275,307	3,988,356
Cost of Sales				
Other Services Expenses		1,789,245	1,080,280	1,466,297
Project Expenses		46,223	231,500	422,242
Total Cost of Sales		1,835,468	1,311,780	1,888,539
Gross Surplus (Deficit)		1,931,566	1,963,527	2,099,818
Other Revenue				
Interest Revenue		15,086	6,000	3,155
Sundry Revenue		653	-	-
Total Other Revenue		15,739	6,000	3,155
Expenses				
Depreciation		3,852	4,200	7,510
Directors' Fees		170,868	180,000	177,467
Employee Expense	5	1,359,340	1,419,715	1,565,613
Financing Expenses		1	200	117
Loss on Sale of Property, Plant and Equipment		-	-	15,250
Other Operating Expenses	6	400,697	428,159	520,693
Total Expenses		1,934,759	2,032,274	2,286,651
Surplus (Deficit) Before Taxation		12,546	(62,747)	(183,678)

Group Statement of Comprehensive Revenue and Expense

Central Economic Development Agency Ltd (CEDA)

For the year ended 30 June 2022

Account	Notes	Actual 2022	Budget 2022	Actual 2021
Taxation				
Income Tax Expense	7	-	-	-
Total Taxation		-	-	-
Surplus (Deficit) after tax		12,546	(62,747)	(183,678)
Other comprehensive revenue and expense				
Items that could be reclassified to surplus (deficit)		-	-	-
Total Other comprehensive revenue and expense		-	-	-
Total comprehensive revenue and expense				
Total comprehensive revenue and expense		12,546	(62,747)	(183,678)
Total comprehensive revenue and expense attributable to:				
Palmerston North City Council		6,273	(31,374)	(91,839)
Manawatū District Council		6,273	(31,374)	(91,839)
Total comprehensive revenue and expenses		12,546	(62,747)	(183,678)

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements. Explanations of major variances against budget are provided in note 15.

Group Statement of Financial Position

Central Economic Development Agency Ltd (CEDA)

As at 30 June 2022

Account	Notes	Actual 2022	Budget 2022	Actual 2021
Assets				
Current Assets				
Cash and Cash Equivalents	8	2,039,054	492,527	1,515,833
Receivables and Accruals	9	66,037	300,474	29,690
Prepayments		11,053	8,250	7,268
Total Current Assets		2,116,145	801,251	1,552,792
Non-Current Assets				
Property, Plant and Equipment	10	26,656	27,033	31,508
Total Non-Current Assets		26,656	27,033	31,508
Total Assets		2,142,801	828,284	1,584,299
Liabilities				
Current Liabilities				
Payables and Deferred Revenue	11	1,489,351	244,123	963,257
Employee Entitlements		83,561	97,172	63,699
Total Current Liabilities		1,572,912	341,295	1,026,956
Total Liabilities		1,572,912	341,295	1,026,956
Net Assets		569,889	486,989	557,343
Equity				
Contributed Capital	12	1,000	1,000	1,000
Retained Earnings	12	568,889	485,989	556,343
Total Equity		569,889	486,989	557,343

For and on behalf of the Board

Malcolm Bailey, Director

Robyn O'Fee, Director

Dated: XXX

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.

Group Statement of Changes in Equity

Central Economic Development Agency Ltd (CEDA)

For the year ended 30 June 2022

Account	Notes	Actual 2022	Budget 2022	Actual 2021
Equity				
Opening Balance		557,343	549,736	741,021
Increases				
Total comprehensive revenue and expense for the period		12,546	(62,747)	(183,678)
Total Increases		12,546	(62,747)	(183,678)
Total Equity		569,889	486,989	557,343
Total comprehensive revenue and expense attributable to:				
Palmerston North City Council		6,273	(31,374)	(91,839)
Manawatū District Council		6,273	(31,374)	(91,839)
Total comprehensive revenue and expense		12,546	(62,747)	(183,678)

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.

Group Statement of Cash Flows

Central Economic Development Agency Ltd (CEDA)

For the year ended 30 June 2022

Account	Notes	Actual 2022	Budget 2022	Actual 2021
Cash Flows from Operating Activities				
Receipts of council funding		2,455,113	2,711,414	2,729,368
Interest received		10,797	6,000	2,270
Receipts from other operating activities		1,768,824	1,022,639	1,965,453
Income tax refunded/(paid)		883	-	2,035
GST		(10,939)	(197,153)	15,845
Payments to suppliers and employees		(3,703,108)	(3,964,803)	(4,071,879)
Finance costs		(1)	(200)	(117)
Total Cash Flows from Operating Activities		521,569	(422,103)	642,976
Cash Flows from Investing Activities				
Proceeds from sales of property, plant and equipment		1,652	-	722
Payment for property, plant and equipment		-	-	(6,027)
Total Cash Flows from Investing Activities		1,652	-	(5,306)
Net Cash Flows				
		523,221	(422,103)	637,670
Cash Balances				
Cash and cash equivalents at beginning of period		1,515,833	914,630	878,163
Cash and cash equivalents at end of period		2,039,054	492,527	1,515,833
Net change in cash for period				
		523,221	(422,103)	637,670

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.

Notes to Accounts

Central Economic Development Agency Ltd (CEDA)

For the year ended 30 June 2022

1. Reporting Entity

Central Economic Development Agency Ltd (CEDA) was established and commenced operations in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawatu District Council (50%) CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002.

CEDA has designated itself as a public benefit entity (PBE) for financial reporting purposes. The financial statements of CEDA are for the year ended 30 June 2022.

2. Statement of Accounting Policies

Basis of Preparation

The financial statements are prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period, unless otherwise stated.

Statement of Compliance

The financial statements of CEDA have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993, and the Financial Reporting Act 2013. This includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). CEDA is eligible and has elected to report in accordance with Tier 2 PBE standards RDR on the basis the entity has no public accountability and has expenses > \$2m and < \$30m.

Presentation Currency

The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

Historical Cost

These financial statements have been prepared on a historical cost basis.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period. New group standards have been applied but have resulted in no impact to the financial statements.

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, excluding goods and services tax rebates and discounts, to the extent it is probable that the economic benefits will flow to the entity and revenue can be reliably measured. Specific accounting policies for significant revenue items are explained below:

Sales of goods are recognised when the goods are sold to the customer.

Sales of services are recognised in the period by reference to the stage of completion of the services delivered at balance date as a percentage of the total services to be provided.

Interest received is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest method.

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Donated assets. Where a physical asset is gifted to or acquired by CEDA for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue. The fair value of donated assets is determined as follows:

- For new assets, fair value is usually determined by reference to the retail price of the same or similar assets at the time the asset was received.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition, and age.

Inventories

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus (deficit) in the period of the write-down.

Property, Plant and Equipment

Property, plant, and equipment are stated at historical cost less any accumulated depreciation and impairment losses. Historical cost includes expenditure directly attributable to the acquisition of assets and includes the cost of replacements that are eligible for capitalisation when these are incurred.

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

Depreciation

Account	Method	Rate
Leasehold Improvements	Diminishing Value	10%
Office Furniture & Equipment	Diminishing Value	0% - 50%
Office Furniture & Equipment	Straight Line	8.5 - 10.5%
Vehicles	Diminishing Value	30%
Websites	Straight Line	40%

Income Tax

Income tax expense includes components relating to current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, and any adjustments to income tax payable in respect of prior years.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.

Current tax and deferred tax are measured using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Current and deferred tax is recognised against the profit or loss for the period, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Receivables

Receivables are recorded at their face value, less any provision for impairment.

Impairment of financial assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Loans and receivables

Impairment is established when there is evidence CEDA will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits or bonds are recognised directly against the instrument's carrying amount.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Payables

Short-term creditors and other payables are recorded at their face value.

Equity

Equity is the shareholders' interest in CEDA and is measured as the difference between total assets and total liabilities.

Good and Services Tax

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as operating cash flow in the statement of cashflows.

Commitments and contingencies are disclosed exclusive of GST.

Employee Entitlements

Employer contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Short-term employee entitlements - Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned but not yet taken at balance date, and sick leave. These are classified as a current liability.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

CEDA does not provide for long service or retirement leave entitlements.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in 'finance costs'.

Leases - Where CEDA is the Lessee

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Critical accounting estimates and assumptions

In preparing these financial statements CEDA has made judgements, estimates and assumptions concerning the future.

These judgements, estimates and assumptions may differ from the subsequent actual results. Judgements, estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

- Useful lives and residual values of property, plant, and equipment – refer to Note 10.

Critical judgements in applying accounting policies

The Board has exercised the following critical judgements in applying accounting policies:

- Funding received – refer to Note 4.

3. Subsidiaries

CEDA consolidates in the group financial statements all entities where CEDA has the capacity to control their financing and operating policies so as to obtain benefits from the activities of the subsidiary. This power exists where CEDA controls the majority voting power on the governing body or where such policies have been irreversibly predetermined by CEDA or where the determination of such policies is unable to materially affect the level of potential ownership benefits that arise from the activities of the subsidiary.

CEDA has the power to appoint 100% of trustees of the Events Manawatu Trust. The consolidation of the Events Manawatu Trust into CEDA's financial statements has resulted in no change to the reported financial statements as the Trust is dormant and did not trade during the year.

Account	2022	2021
4. Council Funding		
Palmerston North City Council	(1,890,713)	(1,901,481)
Manawatū District Council	(619,288)	(611,991)
Total Council Funding	(2,510,001)	(2,513,472)

Project income, as disclosed in the Statement of Comprehensive Revenue and Expense, includes income from Council's specifically received for project delivery. This income is not included in Council Funding income.

Council Funding included in Project Revenue		
Palmerston North City Council	40,393	106,563
Manawatū District Council	4,720	17,833
Total Council Funding included in Project Revenue	45,113	124,396

Critical judgements in applying accounting policies - funding received

CEDA must exercise judgement when recognising revenue to determine when conditions of the funding contract have been satisfied. As at 30 June 2022 \$1,153,021 (2021:\$634,138) has been recognised as a liability as the conditions attached to the receipt of this funding have not yet been met.

Account	2022	2021
5. Employee Expenses		
Salaries and wages	1,306,163	1,543,768
Employer contribution to Kiwisaver	33,315	39,386
Movement in employee entitlements	19,862	(17,541)
Total Employee Expenses	1,359,340	1,565,613

6. Other Operating Expenses

Fees to Audit New Zealand for the audit of the financial statements	27,558	26,755
Consultants and legal fees	-	14,779
Operating lease expense	30,079	25,900
Other operating expenses	343,061	453,259
Total Other Operating Expenses	400,697	520,693

Account	2022	2021
7. Income Tax Expense		
Net Profit (Loss) Before Tax	12,546	(183,678)
Tax at 28%	3,513	(51,430)
Plus (less) tax effect of:		
Non deductible expenditure	392	1,165
Non-taxable income	-	-
Tax loss not recognised / (recognised)	(617)	53,598
Deferred tax adjustment	(3,287)	(3,333)
Tax expense	-	-

A deferred tax asset has not been recognised in relation to tax losses of \$418,296 (2021:\$420,502) and temporary differences of \$61,077 (2021:\$72,818).

Components of tax expense

Current year	-	-
Deferred tax	-	-
Total Deductions from Tax Payable	-	-

8. Cash and Cash equivalents

CEDA Current Account	138,054	414,833
CEDA Money Market Account	1,900,000	1,100,000
CEDA Trust Account	1,000	1,000
Total Cash and Cash equivalents	2,039,054	1,515,833

Account	2022	2021
9. Receivables and Accruals		
Accounts Receivable	54,818	23,332
Less: Provision for impairment	-	-
Accrued Interest	104	8
Funding Accruals	-	5,468
GST	6,922	-
Income Tax	4,193	883
Total Receivables and Accruals	66,037	29,690

Total Receivables and Accruals Comprise

Receivables from exchange transactions	2,141	11,558
Receivables from non-exchange transactions	63,896	18,133
Total Receivables and Accruals Comprise	66,037	29,690

10. Property, Plant & Equipment

	Opening Value	Accum Depn	Carrying Amount	Additions	Disposals	Depn	Closing Value	Accum Depn	Carrying Amount
Leasehold Equipment	13,049	(7,574)	5,475	0	0	(548)	13,049	(8,121)	4,928
Office Furniture & Equipment	71,054	(48,691)	22,363	0	0	(2,504)	71,054	(51,195)	19,859
Vehicles	20,382	(16,712)	3,670	0	(1,000)	(801)	19,382	(17,513)	1,869
Websites	17,725	(17,725)	0	0	0	0	17,725	(17,725)	0
Total	122,210	(90,702)	31,508	0	(1,000)	(3,852)	121,210	(94,554)	26,656

There are no restrictions on title of CEDA's property, plant and equipment. No property, plant and equipment has been pledged as securities for liabilities.

Account	2022	2021
11. Payables and Deferred Income		
Accounts Payable	325,547	277,732
Accruals General	47,175	41,067
Funding in Advance	262,800	285,000
Funding in Advance - Sector Development	848,535	349,138
GST	-	5,238
Income Tax	-	-
Operations Credit Card	5,294	5,082
Total Payables and Deferred Income	1,489,351	963,257

Total Payables and Deferred Income Comprise

Payables under exchange transactions	364,559	327,346
Payables under non-exchange transactions	1,124,792	635,711
Total Payables and Deferred Income Comprise	1,489,351	963,057

12. Equity

Share Capital

Opening Balance	1,000	1,000
Total Share Capital	1,000	1,000

Retained Earnings

Opening Balance	556,343	740,021
Current Year Earnings	12,546	(183,678)
Total Retained Earnings	568,889	556,343
Total Equity	569,889	557,343

Each fully paid ordinary share confers on the holder one vote at a meeting of the company, a share in distributions approved by the Directors, and a share in distribution of the surplus assets of the company on dissolution.

At balance date there were 1,000 shares on issue.

Account	2022	2021
13. Key personnel compensation		
Directors	2021	2020
Remuneration	169,978	180,139
Full-time equivalent members	6	6
Senior Management Team		
Remuneration	661,337	706,313
Full-time equivalent members	5	5

Due to the difficulty in determining the full time equivalent for Directors the full time equivalent figure is taken as the number of Directors.

During the year ended 30 June 2022, nil (2021:1) employees received compensation and other benefits in relation to cessation totaling nil (2021:\$15,000).

14. Related Parties

CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002. As per the constitution the shareholders of CEDA being Palmerston North City Council and Manawatu District Council, are responsible for the appointment of the Board of Directors.

Related party disclosures have not been made for transactions with related parties that are:

- within a normal supplier or client/recipient relationship; and
- on terms and conditions no more or less favourable than those that it is reasonable to expect CEDA and the group would have adopted in dealing with the party at arm's length in the same circumstances.

Related Parties transactions:

CEDA entered into contracting arrangements with Malcolm Bailey who was a CEDA Board Member, for delivery of a Food Strategy. The contract was not tendered for. The contract value of \$10 thousand was considered to be below market rates for similar contracts. No amounts were outstanding at balance date.

CEDA entered into contracting arrangements with Francene Wineti who was a CEDA Board Member, for delivery of iwi engagement services, in the development of a Food Strategy. The contract was not tendered for. The contract value of \$4 thousand was considered to be below market rates for similar contracts. No amounts were outstanding at balance date. An amount of \$4,270 was outstanding at 30 June 2022 (2021: nil).

15. Major Variances Explained

Account	Actual	Budget/SOI	Variance	Notes
Council Funding	2,510,001	2,347,379	162,622	Variance due to council funding being more than budgeted and additional funds received for delivery of the regional food strategy
Other Services Revenue	1,212,734	697,928	514,806	Variance due to additional funding received through central government under the Strategic Tourism Asset Protection Programme, Support, Recovery and Reset Plan, Regional Event Fund, and Digital Boost Fund for business and tourism/visitor sector support
Other Services Expenses	1,789,245	1,080,280	708,965	Variance due to additional expenditure on business and tourism/visitor sector support as a result of additional funding received from central government
Project Expenses	46,223	231,500	(185,277)	Variance due to NZ Agrifood Talks not delivered as a result of the impacts of COVID-19 and savings in Careers Expo costs through outsourced delivery

Account	2022	2021
16. Financial Instruments		
Financial Assets		
Loans and Receivables		
Accounts Receivable		
Accounts Receivable	54,818	23,332
Total Accounts Receivable	54,818	23,332
Accrued Interest	104	8
Cash and cash equivalents	2,039,054	1,515,833
Funding Accruals	-	5,468
Total Loans and Receivables	2,093,976	1,544,641
Total Financial Assets	2,093,976	1,544,641

Financial Liabilities		
Financial Liabilities at amortised cost		
Payables	(372,721)	(318,799)
Total Financial Liabilities at amortised cost	(372,721)	(318,799)
Total Financial Liabilities	(372,721)	(318,799)

Operating leases as lessee

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

Account	2022	2021
Operating leases as lessee		
Not later than one year	164,407	126,905
Later than one year and not later than five years	151,116	245,568
Later than five years	-	-
Total non-cancellable operating leases	315,523	372,473

In April 2020 a lease agreement was signed for premises located at Level 1, TSB Towers, 1-19 Fitzherbert Avenue, Palmerston North. The lease is commenced 1 July 2020 and has a lease term of four years to 30 June 2024, with two rights of renewal of three years each. This disclosure has included lease payments up to the end of the term, being 30 June 2024, as it is uncertain whether CEDA will exercise the option to renew the lease.

18. Events after balance date

There are no significant events after balance date.

19. COVID-19 impact

COVID-19 has had an impact to CEDA in relation to its non financial performance and impact on its financial performance mostly by way of Events and programmes unable to be held or in their usual format due to Alert Level requirements. CEDA also received additional funding support through the Strategic Tourism Asset Protection Programme and the Regional Business Partner Programme for COVID affected tourism sector support, business support and additional resource. There has been no impact to core funding and council grants, or to the ability for CEDA to continue its operations.

Independent Auditor's Report

Partner Organisations

Current partner organisations that CEDA works with:

Local

Central Skills Hub
Chiasma
Feilding and District Promotion
FoodHQ
IPU New Zealand
Lamberts
ManawaTech
Manawatū Business Chamber
Manawatū District Council
Manawatū Young Chamber
Manawatū Young Professionals Network
Manfeild
Massey University
National Driver Training Centre
Network of Skilled Migrants Manawatū
Palmerston North City Council
Palmerston North Airport
PlanTech Research Institute
Rangitāne o Manawatū
Regional Schools
Spearhead Manawatū
Sport Manawatū
Sprout Agritech

Talent Central
Te Au Pakihi
Te Manawa
The Factory
UCOL | Te Pūkenga
Venues and Events Palmerston North
Welcoming Communities
Women & Business Manawatū

Regional

Accelerate 25
Business Central and Export NZ
Horizons Regional Council
Horowhenua District Council
Regional Skills Leadership Group – Manawatū-Whanganui
Ruapehu District Council
Rangitīkei District Council
Tararua District Council
Te Manu Atatū
The Horowhenua Company
Venture Taranaki
Whanganui and Partners
Whanganui Chamber of Commerce
Whanganui District Council

National

AgResearch
Agritech NZ
Air New Zealand
Business Events Industry Aotearoa
Business Mentors New Zealand
Callaghan Innovation
Economic Development New Zealand
Immigration New Zealand
Kanoa - Regional Economic Development & Investment Unit
Ministry of Business, Innovation and Employment
Ministry of Culture and Heritage
Ministry of Social Development
New Zealand Careers Expo
New Zealand Trade and Enterprise
New Zealand Media and Entertainment
New Zealand Motor Caravan Association
Regional Tourism New Zealand
Regional Business Partners Network
Regional Tourism Organisations New Zealand Stuff
Te Puna Whakaaronui - New Zealand's Primary Sector Think Tank
Te Tāhuhu o te Māturanga - Ministry of Education
Te Whatu Ora – Health NZ
Tourism New Zealand
Waka Kotahi
Workforce Development Councils

