

Pūrono go ā-Tau Annual Report

2023

1 July 2022 to
30 June 2023

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)
Margharita (Margy) Mare
Robbie Pickford (re-appointed 5 May 2023)
David Norman
Paul Bayly
Te Ahu Teki (interim to 4 May 2023)
Kathleen Brosnahan (from 5 May 2023)

Management

At 30 June 2023
Jerry Shearman – Chief Executive
Jacqui Middleton – Finance & Operations Manager
Janet Reynolds – Marketing & Communications Manager
Greg Bignall – Business Development Manager
Tainui Woodmass – Māori Relationships Manager

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

Riverstone Law
Level 2, 74 Walding Street
Palmerston North 4410

Auditors

Grant Thornton New Zealand Audit Limited (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 Manawatū District Council (50%) CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002.



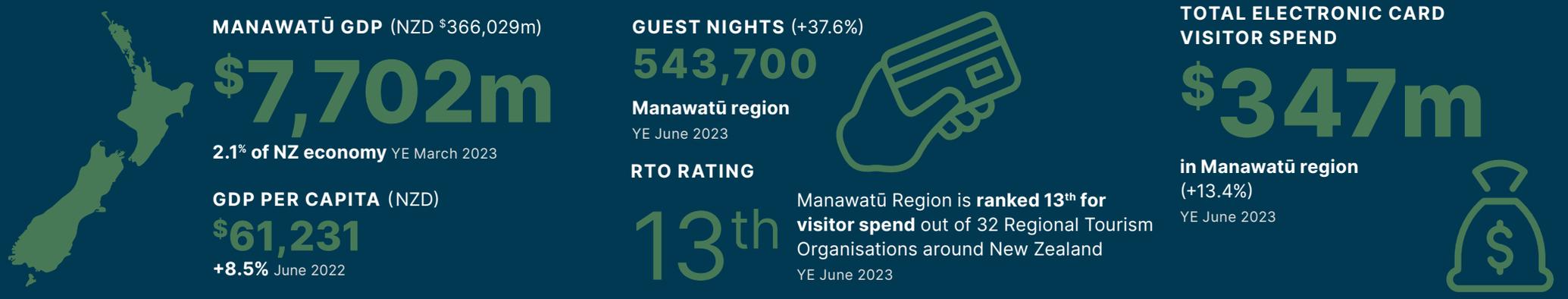
Cuba Street, Palmerston North

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He karapatanga ki Papaioea me Manawatū

Palmerston North and Manawatū 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.

¹Manawatū region residents only
Data sources: StatsNZ, Think Hauora, Infometrics, MBIE.

Te Pūrongo a te Heamana Chairperson Report

Tēnā koutou katoa

The Manawatū economy remains resilient, with increased tourism spending boosting the local economy. The unique mix of industries in Manawatū has driven a GDP growth of 2.6% over the year to March 2023, with the regional economy holding its own as Aotearoa, New Zealand, enters a recession following two quarters of negative growth.

While consumer spending is up year-on-year, cost-of-living increases continues to impact, with food prices increasing by 12.5% over the year to April 2023. This was the highest annual increase in food prices since September 1987. Annual figures for May 2023 indicate a slight easing of food price inflation, with the rise in the cost of food over the year falling slightly to 12.1%.

The regions diverse economy still provides a cushion during the pandemic recovery period, and as we expect more economic headwinds ahead. For example, there has been a downturn in residential investment intentions from the record highs of 2021 reflecting the impact of rising home building costs, higher mortgage interest rates, and challenges in accessing finance. Whilst non-residential building consents to the value of \$172 million were issued in Manawatū during the year to December 2022 this was down by 32.5% over the year.

Our positioning right in the heart of the lower North Island and fuelled by significant public and private investment with more than \$8 billion of transport and infrastructure investment planned and under way in

the next 10 years, sees the region well positioned for continued growth. This significant amount of planned and developing investment and work programmes, combined with our economic performance, will undoubtedly help drive private investment in the region.

The key to emerging from the current economic challenges is leveraging off investment in key strategic projects. One such project is Te Utanganui, the Central New Zealand Distribution Hub, which continues to progress and positions our region as a nationally important distribution hub complementing those in the upper North Island (the golden triangle) and the central South Island at Rolleston as part of a national freight network solution. Over the past year work on implementing this multi decade strategy has continued in the key areas of master planning, inward investment, and advocacy as we look to encourage businesses to move to Manawatū.

The region will soon have a fresh Manawatū Regional Food Strategy. The region has a long and proud history as a centre for food innovation and science with a number of breakthrough findings in food and agritech dating back over 100 years. This depth of science and innovation, coupled with our rich natural resources means that Manawatū is well positioned to continue its major role in the evolving food story for Aotearoa. This strategy will build on the strong foundations our region has in the agrifood space, bringing together key stakeholders and partners to develop and implement a shared vision and plan for our region.

CEDA works closely with a significant number of stakeholders and key partners in the work that we do that brings benefit to our region. On behalf of the Board and the CEDA team we would like to thank our shareholders and regional partners such as our local iwi and hapū, Sprout Agritech, The Factory, FoodHQ, and our wider business community, for all that you do in the Manawatū and Palmerston North to make the region such a fantastic place to live.

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

CEDA has been hard at work over the past year to support our local businesses and also lifting the profile of our region as a great place to visit, live, and do business. We have been driving ahead key projects as we continue to work to achieve our ambitious vision and goals for the region.

The economic pillars underlying CEDA's strategic direction, that was refreshed in 2023, remain linked to our **people**, our **place**, and our **businesses** and are underpinned by our **relationships**. Our business support function is critical to our goals, as we provide support to attract and retain talent, and support regional businesses through tools such as the Region Business Partnership programme. Supporting capability development, innovation, and research and development for stakeholders across the Manawatū is an important service that many local businesses can access.

Identifying and cultivating potential inward investment opportunities for the region remains a key focus for CEDA, and investors need to see that Manawatū is a great place to do business, or to grow an existing business, and that we are primed and ready to attract new and innovative businesses. This is an all of CEDA effort that includes providing business support, supporting our sectors of strength, profiling the region for both visitors and businesses, and progressing the key economic pillar projects that will lead to further investment.

Te Utanganui, the Central New Zealand Distribution Hub, is one of our key pillar projects that has seen the strategy being progressed and several significant outcomes over the last year. We have established a new governance structure that focuses on the future project needs and how we can meet those. We have signed up two ports (CentrePort in Wellington and Napier Port) as port partners for Te Utanganui and have had a consistent level of interest from potential investors, logistics and distribution businesses, and many other organisations. Te Utanganui was recognised by Economic Development New Zealand at the 2023 Annual Conference with the award for Best Practice in Integrated Planning, an acknowledgement of the connected conversations across multiple stakeholders. This project is a long-term one and will have a significant positive economic outcome for the region across several sectors.

The commitment to the primary sector and Manawatū's importance in New Zealand's food story has led to significant outcomes in this space over the last year. A highlight includes winning the bid to bring E Tipu: The Boma Agri Summit, Aotearoa's biggest food and fibre event to our region in 2024 offering significant opportunity and exposure to both our region and the agrifood sector. This is well aligned to our soon to be completed Manawatū Regional Food Strategy and this has progressed to final work on an implementation plan that included broad stakeholder consultation and engagement.



Te Āpiti



TE PŪRONGO A TE TUMUAKI CHIEF EXECUTIVE REPORT

444 businesses were supported throughout the year, including 39 Māori businesses, with \$193,182 in management capability development support issued through the Regional Business Partner Programme. To assist with talent and skills attraction we updated the employer and workplace hub content on CEDA.nz, produced a talent specific sizzle reel, and produced four sector case studies across the tech and primary sectors. The NZ Careers expo this year saw 3,140 attendees, up on the previous year.

We've had another successful year of profiling the region, successfully leveraging the regional identity to grow the profile of the city and region. There were 56 media features with a total reach of 42 million, with ManawatuNZ.co.nz sessions also growing through initiatives such as adding the Trade and Industry Hub attracting significant growth in the years session to more than 300,000, a 19% increase from last year. Amongst the numerous media features this year were Manawātū 2.0 on the Breakfast Show, Te Utanganui feature in Business Central Feature, and the Coastal Arts Trail feature on Seven Sharp.

The region's Destination Management Plan underwent a refresh that has been completed and is now being implemented. This was a significant piece of work that overall identified more than 70 projects, including eight priority projects. To refresh the plan, CEDA engaged with over 85 stakeholders, across more than 20 workshops, interviews, presentations and discussions and undertook a community engagement survey which received responses from more than 330 residents across the region.

A big part of how we bring value to the region is the building and maintaining of relationships across all our partners including local iwi and hapū, local businesses, regional stakeholders, and our shareholders. Working closely with others means that we can achieve more, and share knowledge and experience, and we will continue to work with these critical partners to ensure a thriving Manawātū.

Whiria te taura tāngata Weave the people together

Ngā mihi nui ki a koutou katoa,

A handwritten signature in black ink, consisting of a stylized 'J' followed by a horizontal line.

Jerry Shearman
Tumuaki **Chief Executive**

Ngā Tino Kaupapa o te Tau

Highlights from the year

**Te Utanganui
Central New Zealand
Distribution Hub
grows adding two
port partners**

Talent Attraction
marketing campaign
gained 2,374,343
impressions

**Industry, Trade,
and Media Hub
created**

**TVNZ Breakfast
and Seven Sharp
live television
coverage**

3,140
people attended the NZ
Careers Expo

Manawatū Regional
Food Strategy stage
two draft completed

Manawatū 2.0 campaign
PR reach of

2.7m

**Manawatū
Destination
Management Plan
refreshed**

\$193,182
in capability development
support issued through
the Regional Business
Partner program

19.36%

growth in sessions on
ManawatuNZ.co.nz

30,423
social media
followers

56 Media Features
profiling the region
with a combined reach
of 42,074,257

15 business claims
totalling \$2,477,221
from the Research
and Development Tax
Incentive scheme

2.7 million earned PR
reach and 2.8 million ad
impressions for Manawātū
2.0 campaign

444

unique businesses
supported
(including 39 Māori
businesses)

24

new content pieces
curated, including six
sector case studies

\$957,940

in Callaghan Innovation Research and
Development grants issued

300 businesses
engaged in
the 3 yearly
regional business
sentiment survey

34 regional signs
and information
boards updated or
created under the
regional identity

Purpose of the Annual 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 2022-23 financial year.

COVID-19 Impact

The outcomes presented in this Annual Report include response and recovery projects implemented to assist our businesses, industries, and our people through the impact locally, nationally, and internationally of COVID-19. This includes additional support from funding received from the Ministry of Business,

Innovation and Employment for business and visitor sector support including Destination Management Plan Development, regional Marketing, digital Capability, and event funding.

Note from the 2019-20 financial year to date, figures and outcomes include this additional government funding support given to business through the Regional Business Partner Programme, and Digital Boost Pilot programme, and visitor sector through the Strategic Tourism Asset Protection Programme, Tourism Recovery and Rest fund, and Regional Events Fund. This additional support has come to an end from the 30 June 2023. This has had an impact in the current financial year with a large amount of resource and funding applied to outcomes that will not be able to be replicated in coming years. The Regional Business Partner programme standard funding will continue from this time as per the current service agreement.

Tā Mātou Matawhānui

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.

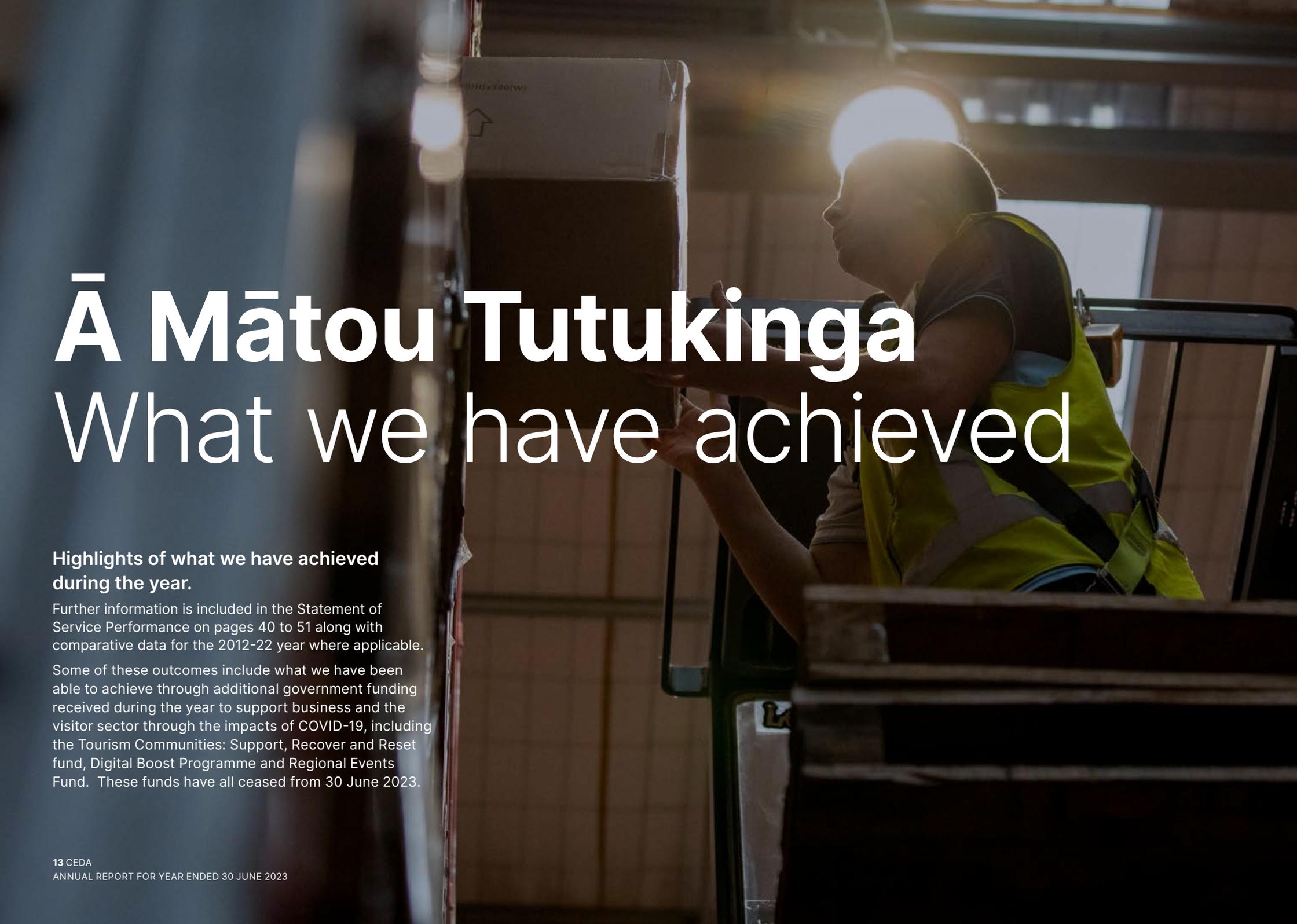
Our core objectives, programmes and activities are all aligned to these pillars, and are designed to create the environment, stimulus, outcomes and impact that will power our economic prosperity and achieve our vision for Palmerston North city and Manawātū district.

These key objectives guide the development of our short and medium-term programmes of work as articulated through our Statement of Intent for 2022/23.

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

Highlights of what we have achieved during the year.

Further information is included in the Statement of Service Performance on pages 40 to 51 along with comparative data for the 2012-22 year where applicable.

Some of these outcomes include what we have been able to achieve through additional government funding received during the year to support business and the visitor sector through the impacts of COVID-19, including the Tourism Communities: Support, Recover and Reset fund, Digital Boost Programme and Regional Events Fund. These funds have all ceased from 30 June 2023.

Whakamaneatia, puritia, whakawhanaketia ngā iho pūmanawa ki roto 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

Employer and Workplace Hub refresh

undertaken following the launch on CEDA.nz last year. The refresh was undertaken to keep the hub relevant and ensure that it is an informative one-stop-shop that businesses can go to for up to date, and meaningful support. A theme we hear from our business community is on the challenges in attracting the right staff and how to keep them, so more resources have been developed in this space including a two-pager tool and checklist focused on talent attraction and retention, and hero videos and video case studies that showcase the benefits of working in our region, our key sectors and the many career opportunities on offer. Page views and downloads will be measured going forward, to help us further enhance tools and build on this hub.



Primary Connect Distribution Centre

PEOPLE

Workforce Development planning toolkit

to support employers to attract, retain and train staff was developed in collaboration with UCOL | Te Pūkenga. Four information booklets were created (People Strategy, Bringing the right people on board, Growing your people, and Keeping your people). The online toolkit was launched in September and included workshops delivered in Feilding and Palmerston North, with seven attendees from six businesses, and 16 attendees from 12 businesses respectively.

Sustainability Hub launched

which expands on the Sustainability Toolkit developed in conjunction with a Massey University internship in 2022. The hub has been developed based on research and engagements with businesses working with CEDA's business growth advisors, and collates key tools, resources and information on becoming a sustainable business. Tools developed include a Business Emissions Calculator, a Climate Action Toolbox, and stories on local businesses working sustainably which were curated to demonstrate simple sustainability and inspire other business owners.

Sectors of Strength showcased

through sector based case studies that highlight our regions sector of strengths, through the eyes of businesses and employees who are living and working in our region and demonstrate the career, business, and lifestyle opportunities available.

We have added six sector case study videos including a sizzle reel, and written profiles, into the newly revamped Sectors of Strength pages on ManawatuNZ.co.nz. These pages now serve as a centralised hub of information for each sector, offering resources such as data and insights, economic snapshots, video content, tools, and relevant links. The use of this content extends across various aspects of our work, including our digital platforms, marketing initiatives, storytelling efforts, investment pitches, and talent attraction strategies.

Freight and Logistics Workforce planning

working with Hanga-Aro-Rau – Manufacturing, Engineering & Logistics, Workforce Development Council and the Regional Skills Leadership Group has resulted in the establishment of a freight and logistics workforce planning group whose purpose is to look at the region's future skills and training needs for this sector. This will be important particularly for Te Utanganui in relation to future labour requirements.

Accelerate Academy Career Pathway programme

working with Toitū te Waiora - Community, Health, Education and Social Services Workforce Development Council and the Regional Skills Leadership Group resulted in the development of a Health and School transitions workforce plan. A direct output of this was the Hauora Wananga ō ngā rangatahi ō Manawātū - Accelerate Academy programme. The purpose of the programme was to showcase the health sector to year 10 rangatahi Māori students and was held over a 12-week period with students from five schools in attendance, ranging from 50 to 90 students in attendance each week, and supported by Rangitāne o Manawātū.



Fonterra

'Live Here' Summer Campaign

targeted the 'back to work blues' in major centres across New Zealand, and into the UK. This digital-based campaign gained 2,374,343 impressions for the period from January through to June. The campaign was designed to encourage audiences to consider Manawatū as a great place to live and work by engaging with our online content on ManawatuNZ.co.nz/live. As a result, the Live section was the most viewed page on ManawatuNZ.co.nz for the year. Due to the border restrictions easing we also experimented targeting an international audience, which as a result, of the total impressions for the campaign, 376,116 were from the United Kingdom.

Profiling our lifestyle

is a key part of talent attraction in ensuring we actively showcase and communicate the benefits of our region's great lifestyle. Through a partnership with Stuff.co.nz a targeted digital campaign was run to inspire and inform people on the wealth of lifestyle opportunities available. A key component of the campaign was a sponsored article that talked about career and business opportunities here. Banner ads gained 2,520,143 impressions and video gained 195,532 impressions, with the article itself receiving 275,269 impressions resulting in 4,578 page views to ManawatuNZ.co.nz.

NZ Careers Expo

was held this year at the Central Energy Trust Arena, with 46 Exhibitors and 3,140 secondary students, visitors, and career changers attending to assist in identifying future opportunities and pathways to employment. While the main focus of the event was for the regions secondary school students, there was also 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. A business after five was also hosted by CEDA at the expo.



BUSINESS

Whakamaneatia, puritia, whakawhanaketia ngā pakihi me ngā haumitanga ki roto 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 Manawatū to be a leading distribution hub, be recognised as one of the top 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.

Attract business and investment to the region

Te Utanganui Central New Zealand Distribution Hub

has progressed well over the past year with the establishment of a renewed governance structure bringing together Te Utanganui and the Palmerston North Integrated Transport Initiative. This has allowed key initiatives linked to Te Utanganui to be considered including the A320 project at Palmerston North Airport, and Te Aotanga Aotearoa Southern Link, an initiative to bring a Special Economic Zone to the table.

Advocacy continues to be a key outcome with regional local government partners including Accelerate 25, central government, and key government agencies including Waka Kotahi, Te Manatū Waka Ministry of Transport, and Kanoa. Three members of the Air NZ Board also spent a day in region including a visit to Te Utanganui.

There has been a growth in investment and partnership interest including CentrePort and Napier Port who have been added as key partners, and discussions with two other ports initiated. Four organisations were in the region over the year including a potential infrastructure

partner, and investors, with numerous other investment opportunities identified. Key documents including the Economic Impact Report by Infometrics, and an Investment Positioning Document have progressed to draft and will be vital in demonstrating the value proposition alongside the refreshed website that now promotes existing businesses inside Te Utanganui.

Manawatū Regional Food Strategy

stage two development commenced in September and is near completion. The purpose of the strategy is to help inform and align plans across the broad food ecosystem to give the region a well-connected roadmap for success.

Based on a broad consultation with regional and national stakeholders Sustainable Nutrition has been identified as a key focus of the strategy. At the heart of the Manawatū food story and our value proposition is the way we work together to create a secure and resilient food system that nurtures the entire community's wellbeing, empowering producers, and fosters sustainability. A draft implementation framework has been completed, and a stakeholder workshop held to draft an implementation plan that will be completed along with the phase two of the Strategy.



Palmerston North Airport

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

Manawatū's Destination Management Plan*

has been refreshed following extensive collaboration and engagement, with 83 stakeholders, across more than 20 workshops, interviews, presentations, and discussions and through a community survey which received responses from 338 residents across the region. The resulting updated plan has been published, with implementation underway across a number of priorities and projects and provides a more strategic approach to our work as the Regional Tourism Organisation ensuring targeted and specific sector support.

Work underway or completed under the plan has included the launch of the AgriTourism Accelerator pilot for more than 21 businesses, support of Te Āpiti West Hub cultural management plan, analysis and report on Te Āpiti Masterplan, InBound Trade event attendance, Manawatū Food Stories pilot support, Industry Hub launch, and a City to Sea business case and analysis completed. Further information on a number key outcomes as follows:

- **Te Āpiti Masterplan analysis**
was undertaken to develop a project prioritisation of the 15 projects within the Masterplan, and separate top line business case for relevant projects. The purpose was to identify those projects that may be able to be developed to generate cost neutral project results or better, and those that need to be seen as important public good projects requiring ongoing funding support for maintenance and operations. The resulting report was presented to the governance group and outlined the project prioritisation and how these could be ranked to support the masterplan's success.
- **City to Sea trail business case**
was developed in response to a review of what catalyst project could be supported for the region using the government destination management funding. The City to Sea trail was selected for its regional impact and readiness. We worked with the City to Sea trustees to engage with key stakeholders and potential partners and looked at the economic impacts, costs, route options and wider community impacts for this potential trail. Three options have been outlined in the business case, with a short-to-medium term, medium-to-longer term, and a longer-term option given along with the economic and financial appraisal for each. It was also noted as to how this trail could support a Coast-to-Coast trail, as part of Te Ahu a Turanga in support of making a stronger case for investment from central government. The business case has been gifted back to the Trust, and CEDA will support them in identifying opportunities to secure this significant opportunity for the region, and lower North Island.

- **InBound Trade Event 2023**
was held in Auckland, where we met with over 60 Inbound Tour Operators and travel sellers from New Zealand and across the world including: Once Upon a Trip, NZ 4 Discovery, MoaTrek, First Light Travel as well as several travel journalists. The two day event saw CEDA pitch more than 21 tourism businesses and experiences from the region to these operators and sellers, tailored to their individual relevant markets.

Business Attraction, Retention & Expansion Strategy

implementation continued to support of business growth in the region. We have also identified a number of additional key businesses and stakeholders and refreshed the engagement plan to connect with these on a regular basis in order to identify key themes, investment opportunities and understand any barriers to expansion, and retention of businesses in the region. Of the total 173 businesses identified, 24 engagements were completed during the year. Of these businesses 124 were in Palmerston North and 49 were in the Manawatū District.

Through our partnership with Councils, CEDA engaged with the lead Team through eight meetings during the year to support key projects, land supply, business barriers to growth, and business sentiment.

*This outcome was supported by additional government funding to assist the regions recovery through the impacts of COVID-19

300 businesses surveyed on business sentiment

through an independent business survey that was commissioned in June, where a representative sample of businesses completed one on one telephone interviews on the region and their perceptions of the regional economy to measure the current sentiment within the business community. This information is used to help inform CEDAs work in supporting the region's businesses, identifying barriers and sectors of growth potential, and investment in the region.

\$222,700 Regional Events Funding*

support was issued to twenty six events including Central District Field Days, Rural Games, Manawatū Arts Trail, Kimbolton Sculpture Festival, International Blokart biannual world regatta, Cycling NZ National Criterium Championships, Volleyball Manawatū, and the NZ Blues, Roots & Groove Festival, held in the region during the year and funded through the governments Regional Events Fund. The purpose of the fund is to support visitor attraction to the region through the impacts of COVID-19.

Five Inward Investment Opportunities supported

over the year including the development of a pitch for an international pharmaceutical company working with New Zealand Trade and Enterprise, and a prospectus to support opportunities to bring new hotels and motels to the region. Support was provided for a potential investor within the agri production sector to expand their presence in the region, and for the development of Te Āpiti West Accommodation Hub. There were meetings with a further two key logistics businesses, one of whom are a potential partner for the work being undertaken to assess the viability of having a Special Economic Zone in Manawatū.

444 Businesses supported

through engagement with the CEDA team. This consisted of a total of 565 business engagements and included 258 engagements to support capability development, 47 Business Mentor matches made, 78 visitor operators, 40 Digital Boost Programme businesses, 111 workshop attendees, and 31 business enquiries. Of these business, 39 identified as Māori businesses. Two workshops "Positioning your company for growth in China Workshop" and Doing Business with Viet Nam" were held in collaboration with key partners and CEDA with 17 and 15 people attending respectively.

An additional 118 tourism operator engagements or support was provided to 44 businesses through government Tourism Recovery and Reset funding to support the visitor sector through the impacts of COVID-19.

\$193,182 in Capability Development support

funding 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, through the Regional Business Partner Programme.

Sprout Agritech and The Factory Partnerships

resulted in CEDA's contribution to the selection panel at the Sprout Agritech Accelerator cohorts and supported promotion of The Factory's Innovate programme. There was a total of 19 businesses supported for the Sprout Accelerators cohorts IX and X and seven business delivering final pitches as part of the Innovate programme.

\$957,940 Innovation Grants issued

working with Callaghan Innovation including Research & Development Experience, Career, and new to R&D Grants. Further to the co-funded grants 15 companies had claims totalling \$2,477,221 from the Research and Development Tax Incentive scheme, to support growing business research and development in the region.

*This outcome was supported by additional government funding to assist the regions recovery through the impacts of COVID-19

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 global agrifood hubs by 2025.

Profile Manawatū locally, nationally, and globally

Manawatū Regional Identity rollout*

following the launch in late 2021, we continue to implement our brand and identity and sharing it with the rest of Aotearoa and the world through our work to profile the region, with 24 content pieces published on ManawatuNZ.co.nz.

Work has included the refresh of 21 signs and information boards across the district, three new signs on key touring routes, 10 welcome and farewell road signs for the District Council and four for the City Council.

To grow the strength of our regional identity, we undertook a project to capture new, fresh imagery and video reels across our region, from the Ruahine Ranges and northern Manawatū, through Feilding, the city and out to the west coast. These have been rolled out across our social media channels, through our talent attraction campaigns, investment, business profiles and visitor sector marketing.

Manawatū 2.0 Campaign*

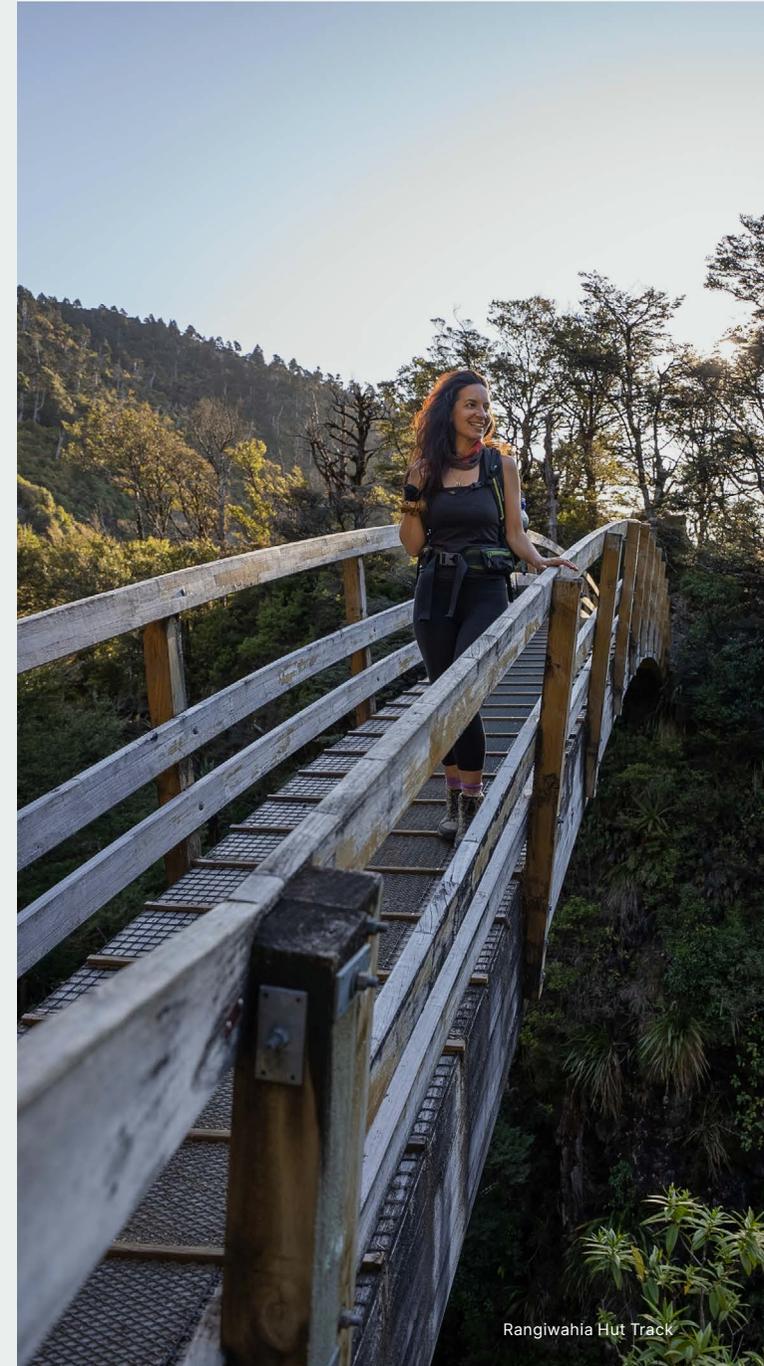
run through summer was designed to support shifting perceptions of our region, by showcasing our 'upgrade' as a place to visit, live and invest. This campaign was phased in two parts, with the first focused on driving curiosity by announcing the region was 'shutting down for an upgrade'. This garnered significant media coverage including a feature on Breakfast TV and was followed by phase two of the campaign across Stuff.co.nz, MoreFM, TVNZ, RadioNZ and NZ Herald along with our own digital channels. The campaign resulted in 2.7 million in earned PR reach, 2.8 million ad impressions, and 3,789 competition entries.

Due to the success of the Manawatū 2.0, our autumn campaign was a Manawatū 2.0 "take two", this time targeting a younger audience and pushing the idea of a getaway with friends. We connected with RodyNZ which was a perfect fit for this younger demographic, and they shared some great clips with their audience of 205,000 engaged travelers. During the three-month campaign period ManawatuNZ.co.nz saw 101,651 web sessions.

56 media features*

profiling the city and region have been achieved across print, radio and digital platforms with a combined reach of 42,074,257 readers, listeners and subscribers. While the number of media profiles has dipped slightly, the reach has increased thanks largely to the Coastal Arts Trail launch which gained significant national and global coverage. Highlights include a 10-page feature in Business Central, sponsored content on Stuff.co.nz, features in DestinationNZ, OurNewZealand and Let's Travel, and coverage in NZHerald, Stuff Travel, National and business sections, and on Seven Sharp, RadioNZ and the Breakfast Show.

*This outcome was supported by additional government funding to assist the regions recovery through the impacts of COVID-19



Rangiwahia Hut Track

Industry, Trade and Media Hub*

went live on ManawatuNZ.co.nz in June and contains a raft of resources for local businesses in the visitor sector wanting to upskill and leverage tools, in-bound trade tourism operators looking to see what Manawatū can offer their customers, through to media teams wanting to showcase the region. The Industry Hub component includes training webinars, data and insights, marketing updates and opportunities, which will help streamline our support with tools that can be easily accessed by businesses wanting to upskill or better understand future opportunities.

The Trade Hub ensures that in-bound trade sellers and buyers can access our regions accommodation, attraction, and eatery directory as well as itinerary suggestions for international visitors, whether they be small groups or large coach tours. They can also request Trade Fact Sheets for our key tourism businesses. The Media Hub provides access to a regional image and video library that represents the best of Manawatū and aligns with our Destination Management Plan and regional identity.

19.36% growth for ManawatuNZ.co.nz

with 303,454 sessions for the year. This was largely driven through strong campaign results in our talent attraction and autumn visitor campaigns, along with several new developments and upgrades to the website to keep it fresh, relevant and ensure it effectively represents the new regional identity and offers a strong user experience, as Manawatū's official regional website. Updates include a new interactive map which uses google technology and highlights tourism businesses, points of interest, touring routes, and flight routes into Palmerston North. Users can filter things to see and do by interest e.g. walks, cycling, gardens, and they can then be added to a personalised itinerary through which can be downloaded for printing or later use.

30,423 followers on social media

with growth across key social media channels including Instagram (Manawatu_NZ) and Facebook (ManawatuNZ) up an average of 3.2% from the previous year of 29,485.

*This outcome was supported by additional government funding to assist the regions recovery through the impacts of COVID-19



Manawatū Cycle Trail

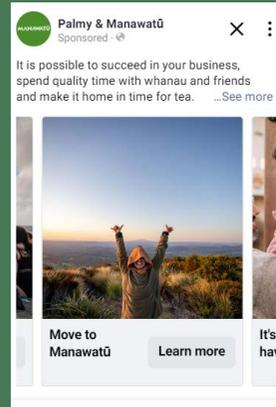
PLACE



Lifestyle campaign



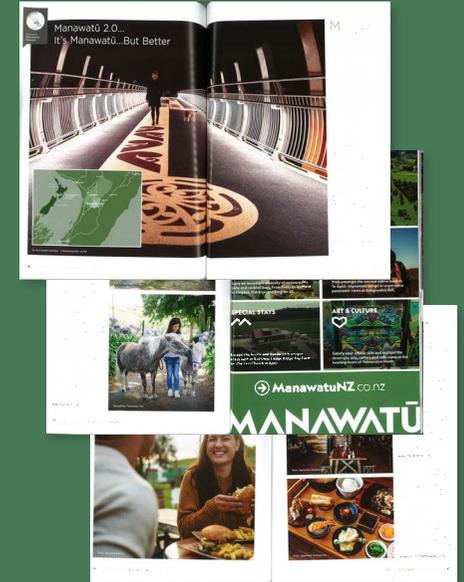
Lifestyle campaign



Lifestyle campaign



DestinationNZ



DestinationNZ



NZ Herald The Northern Advocate



NZ Herald



NZ Herald

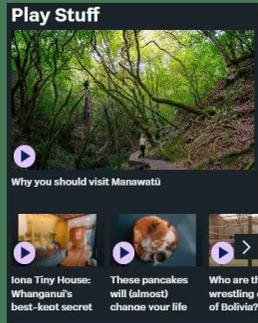


NZ Herald



Wellington Buses

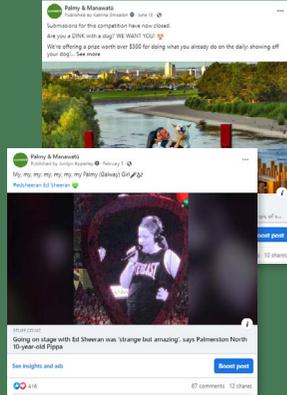
PLACE



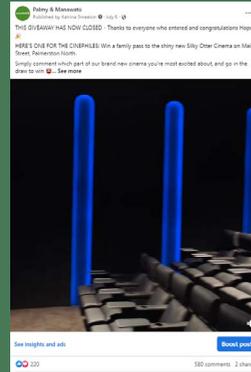
Targeted ads on Stuff



Facebook



Facebook



Facebook



Breakfast



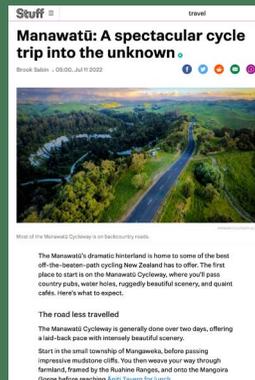
Kia Ora Magazine



Business Central Magazine
10 page regional feature



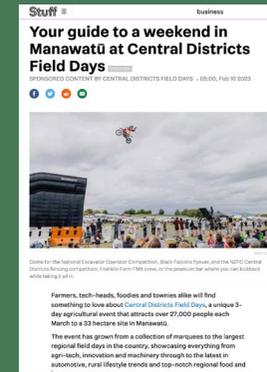
Our New Zealand



Stuff



Stuff



Stuff



Herald

Partners

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

Lead inclusive and sustainable economic development for the region

A strength of our region is the ability to work together using 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

16 Partnership Agreements in place

with organisations from a wide range of sectors including; central government, government agencies, economic development partners, tertiary sector and key strategic partners across the region.

CEDA were successful in gaining the Ministry of Business, Innovation and Employment Regional business partner programme delivery as noted above, which commenced 1 July 22 and continues to 30 June 2025.

Partnered with iwi, hapu and Māori

through ongoing support of the Rangitāne o Manawatū Māori Tourism Strategy which has included the development of a Cultural Sites of Significance brochure and creating a self-guided trail for visitors and locals alike.

Progress on He Ara Kotahi, Hei Ara Kōrero project, funded via the \$700,000 secured from the Ministry of Culture and Heritage Te Urungi fund, has continued, with discovery sessions, site visits and workshops undertaken with a project working party established which includes representatives from Rangitāne o Manawatū, Palmerston North City Council, Te Tāhuhu o te Māturanga - Ministry of Education, and Te Tari Taiwhenua - Department of Internal Affairs.

We continue to work on our relationship with Ngāti Kauwhata and Ngāti Raukawa, to enable us to connect and provide support when opportunities arise. Ongoing relationships are being maintained with regional Māori business support groups such as Te Au Pakihi and Poutama trust.





PARTNERSHIPS

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

90 Business Community and Stakeholder Communications

shared throughout the year including Quarterly Economic Overviews, Quarterly Retail Reports, training and development guides, visitor industry updates, shareholder updates, business success stories, 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.

New-look Quarterly Economic Manawatū Snapshot

was designed and published in the new regional brand and was designed to better inform our businesses and stakeholders on the latest economic statistics and trends in our region each quarter in a clear and concise format. The Snapshot aims to better capture the pulse of our region, with a national lens added and industry commentary included to provide clearer context for our business community.

An aerial photograph showing a paved road winding through a dense green forest. A person on a bicycle is visible on the road. The text is overlaid on the image.

Te Tohatoha i ā mātou Rawa

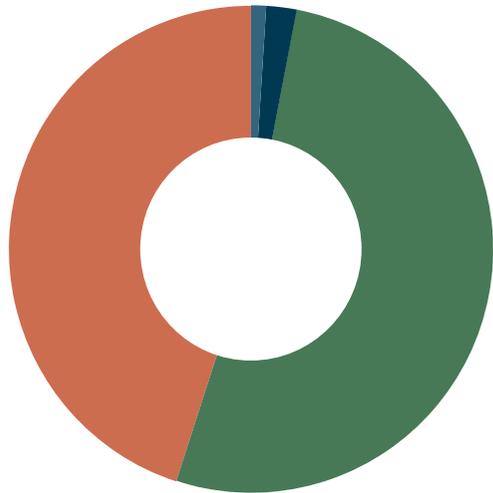
How we Allocate our Resources

Our funding

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

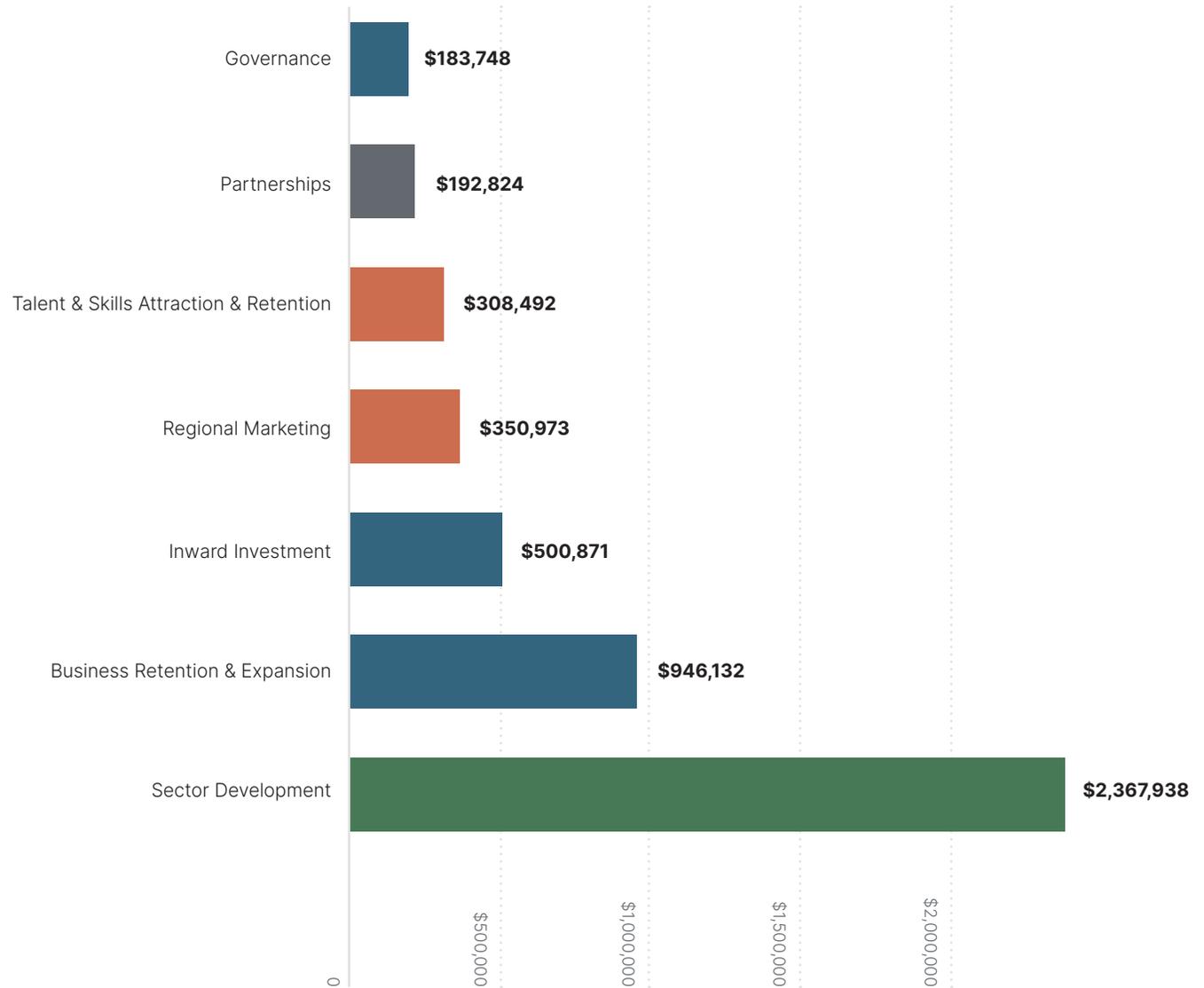
We also receive funding from government for specific programmes of work or on a case by case basis for initiatives that bring benefit to the wider region and nationally. This additional funding enables CEDA to have additional resource, the ability to invest in local businesses, and engage in specific sector work important to the region and beyond.

For the past number of years, we have also secured funding through government 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. This funding has now ceased from 30 June 2023.



- Council funding **\$2,536,201**
- Central Government funding **\$2,254,110**
- Industry contribution **\$8,145**
- Other revenue **\$72,712**

How we allocate our funding*



*Note:

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

Ko Mātou Who we are



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 Te Tiriti o Waitangi and acknowledges the importance of partnering with local iwi, hapu and Māori, and recognition of Tangata Whenua in the region. Our focus will continue to be on participation through our growing relationships with regional iwi and mana whenua across Palmerston North and Manawatū. Through partnerships, we aim to work together with our regional iwi for agreed outcomes that benefit the region, and we will ensure protection is a priority focus by incorporating te reo and tikanga across our projects and programmes, and continued development of the team's cultural awareness and, knowledge and understanding, of the principals of Te Tiriti.

Sustainable Development Goals

We are committed to sustainable practices in both CEDA's office environment and the environment within which we work and live. We value diversity in both our team at CEDA and our commitment to promoting diversity in age, culture, ethnicity, and gender in all that we do.

The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The Goals were set in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030.

CEDA's top three Sustainable Development Goals we use to inform our programmes of work are:

4 QUALITY
EDUCATION



8 DECENT WORK AND
ECONOMIC GROWTH



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



He Ara Kotahi

The Environment and Carbon Emissions

CEDA works with businesses through its regular business engagements to encourage considerations around carbon emission reduction and sustainability options for their operations. When looking at opportunities for investment in the region we consider the environmental impacts of any businesses looking to relocate here.

CEDA also advocates for sustainability through our business and community engagements such as e-newsletters and social media and ensuring we as an organisation are doing what we can through procurement and waste reduction initiatives.

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.

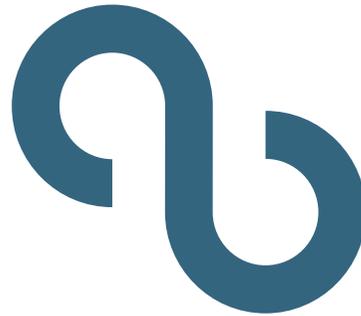


Te Marae o Hine - The Square

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.

**Mā te mahi tahi
e puta ai he hua
whakaharahara**



Together we can
achieve exceptional
outcomes

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



Believe in what you
do and how you do it

**Kia poho kererū,
kia mairangatia te
hautūtanga**



Be proud and
show leadership

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 2022 to June 2023 follow.

PEOPLE

Service Level Statement	Performance Measure	2022/23*	Performance to year end
<p>Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market</p>	<p>Lead and support the regions attraction and retention of talent, skills, and investment.</p>	<p>Lead the delivery of the Manawatū Talent and Skills Attraction and Retention Strategy year two action plan, through the establishment of a digital talent and skills hub, that includes work integrated learning and graduate opportunities</p>	<p>Further development of the Employer & Workplace Hub on CEDA.nz (launched in March 2022) was undertaken to continue the support of our local business community to attract and retain talent. The refresh is to ensure the hub is a one-stop-shop or resource that businesses can go to for up to date, meaningful support. As part of the hub, we have created a simple, informative, 2-pager document focused on talent attraction and retention. This is to support business engagement and able to be shared across CEDAs social media business support e-newsletters.</p> <p>A Workforce Development Planning toolkit to support employers to attract, retain and train staff was developed in collaboration with UCOL Te Pūkenga. Four information booklets were created (People Strategy, Bringing the right people on board, Growing your people, and Keeping your people). This was launched in September with workshops delivered in Feilding and Palmerston North, with 7 attendees from 6 businesses, and 16 attendees from 12 businesses respectively.</p> <p>The Sustainability Toolkit was launched to help businesses to start their sustainability journey from understanding the benefits, to practical tools and resources, and links to the climate action toolbox and calculators.</p> <p>To further support businesses showcase the lifestyle and employment value proposition, we created a sizzle reel for our local business networks to leverage as a recruitment tool but also use as promotional tool on our website, social channels and as part of Lifestyle/ Talent campaigns. The sectors of strength pages have been redeveloped on ManawatuNZ.co.nz with the addition of six new business videos.</p>
		<p>Lead the delivery of a programme of work that will attract and retain talent in the region working with businesses</p>	<p>Working with Hanga-Aro-Rau – Manufacturing, Engineering & Logistics, Workforce Development Council and the Regional Skills Leadership Group has resulted in the establishment of a freight and logistics workforce planning group whose purpose is to look at the region’s future skills and training needs for this sector. This will be important particularly for Te Utanganui in relation to future labour requirements.</p> <p>Working with Toitū te Waiora - Community, Health, Education and Social Services Workforce Development Council and the Regional Skills Leadership Group resulted in the development of a Health and School transitions workforce plan. A direct output of this was the Hauora Wananga ō ngā rangatahi ō Manawatū - Accelerate Academy programme. The purpose of the programme was to showcase the health sector to year 10 rangatahi Māori students and was held over a 12-week period with students from five schools in attendance, ranging from 50 to 90 students in attendance each week, and supported by Rangitāne o Manawatū.</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

PEOPLE

Service Level Statement	Performance Measure	2022/23*	Performance to year end
			<p>A Live Here digital marketing campaign was run from January through to February, targeted the 'back to work blues' of workers in major centres, and gained 1,191,708 impressions. The campaign was extended until June gaining a further 1,182,635 impressions. The aim of this campaign was to encourage audiences to consider Manawātū as a great place to live and work by engaging with our online content, and to drive ManawatuNZ.co.nz website traffic. Due to the border restrictions easing we also targeted an international audience which resulted in 13,968 page views and 376,116 impressions from the UK.</p> <p>We ran a targeted, digital campaign with Stuff.co.nz to inspire and inform people about the wealth of lifestyle opportunities available in our region. Banner adverts gained 2,520,143 impressions and video 195,532 impressions. The sponsored article received 275,269 impressions resulting in 4,578 page views to ManawatuNZ.co.nz.</p> <p>The NZ Careers Expo was on held in May, with 3,140 attendees including from 29 schools, and 46 exhibitors. CEDA supported this event in the provision of bus subsidies (17) to encourage attendance of schools and students from outside of the region as well as our local schools, and a subsidy to encourage businesses (2) to exhibit. A business after five was also hosted by CEDA at the expo with 60 attendees.</p> <p>2021-22 Financial year: 2,950 attendees including from 26 schools (11 subsidies), and 56 exhibitors (4 subsidies)</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

BUSINESS

Service Level Statement	Performance Measure	2022/23*	Performance to year end
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	Te Utanganui (Central New Zealand Distribution Hub) Strategy implementation, in the development of funding opportunities and brand narrative	<p>Implementation of Te Utanganui Central Distribution Hub continues with outcomes of work for the year including:</p> <ul style="list-style-type: none"> Raising the profile of Te Utanganui through advocacy with the sector, potential investors, and partners including KiwiRail, Waka Kotahi, Napier Ports, CentrePort, and Air New Zealand, to maximise the linkages between the key components within the strategy and support investment decisions. Regional advocacy with Accelerate25, Hawke's Bay Councils, PNCC and MDC, Horizons Regional Council, and central government (Delegation to Minster Wood, and several MP visits to the region) to create a linked-up approach to the national freight strategy led out by the Ministry of Transport. The website for Te Utanganui was launched and final collateral for dissemination was produced including a condensed version of the strategy and a Te Utanganui Story document, and Te Utanganui video, sector specific profiles and Te Utanganui banners to be positioned at the PN airport and updating the businesses inside Te Utanganui onto our Te Utanganui website. A new joint Te Utanganui Central Distribution Hub and Palmerston North Integrated Transport Initiative Governance Group with a future focus has been established with broader membership including two ports (Napier Port and CentrePort). Two key documents were commissioned and are at final draft, an Economic Impact Report by Infometrics, and an Investment Positioning Document by CEDA. Four significant inward investment leads were identified and visited the region over the year.
		Development of phase two of the Manawatū Food Strategy and implementation of year one actions	Development of Stage 2 of the now renamed Manawatū Regional Food Strategy is continuing and has progressed through engagement with wide range of stakeholders with 28 individual stakeholder interviews completed in late 2022. The work to date has considered the stage 1 outcomes and extended this by looking at near, medium, and long term strategic imperatives for the region including building on our research strengths, our talent pool, our approach to innovation, the impact of climate change, and the end consumer, and has developed a key theme of sustainable nutrition. A draft implementation framework was completed in May 2023, and a stakeholder hui was held in June to draft a sector wide implementation plan that will be completed along with the phase two of the Strategy in July 2023 once final Māori partnership hui's have been complete.

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

BUSINESS

Service Level Statement	Performance Measure	2022/23*	Performance to year end
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.	Refreshed Destination Management Plan developed including establishment of a steering group, to reflect changing environment and regional aspirations	<p>The refreshed Manawatū Destination Management Plan was completed in December 2022 following extensive engagement with 83 industry stakeholders and partners through workshops, interviews, presentations and discussions and a community engagement survey with 338 responses from residents across the region.</p> <p>Public communication of the Plan commenced in early 2023, and key projects and actions have begun implementation including:</p> <ul style="list-style-type: none"> • Manawatū Food Stories pilot project supported, working with cluster of food producers. • Te Āpiti West Hub Cultural Management Plan and application for the MBIE Tourism Innovation Fund. • Te Āpiti Masterplan analysis. • Development of the City to Sea Trail business case. • InBound Trade event attended, with more than 21 regional businesses pitched to over 60 in-bound travel sellers and buyers. • AgriTourism Accelerator pilot programme launched. • Visitor Campaign delivered. <p>Throughout the refresh of the of the plan it became apparent that the establishment of a broad steering group wouldn't be the best approach, given the diverse nature of the plans outcomes and actions required. The CEDA Lead Team which includes CEDA's CEO and Chairperson, and the Chief Executives and Mayors from our two Shareholder councils has taken up this role ensuring regional alignment, and that distinct project groups would be established for key projects as needed. The first of these project teams was established to support the Te Āpiti Masterplan analysis, and subsequent West Hub focus.</p>
	Retain businesses in the region through engagement and identification of barriers to growth	Implementation of the Business Attraction, Retention and Expansion Strategy framework through structured business engagements and facilitating the resolution of constraints	<p>Our key pieces of work for the development key sectors of strength in the region remain to be the primary industry through the food strategy, distribution and logistics through Te Utanganui Central New Zealand distribution Hub, and visitor sector through the Destination Management Plan.</p> <p>To further support the attraction, retention and expansion of businesses in the region we have also identified a number of key businesses and stakeholders and refreshed the engagement plan to connect with these in order to identify key themes, investment opportunities and understand any barriers to expansion, and retention of businesses in the region. Of the 173 businesses identified, 24 engagements have been completed. Of these businesses 124 were in Palmerston North and 49 were in the Manawatū District.</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

Service Level Statement	Performance Measure	2022/23*	Performance to year end
			<p>CEDA commissioned a business survey in June, where 300 businesses completed one on one telephone interviews on the region and their perceptions of the regional economy to measure the current sentiment within the business community.</p> <p>Through our partnership with Councils, CEDA engaged with the lead Team through 8 meetings during the year to support key projects, land supply, business barriers to growth, and business sentiment.</p> <p>CEDA in partnership with AgriTourism NZ implemented the Agri Tourism Accelerator in May 2023. This resulted in 24 operators being part of a cohort to develop new Agri Tourism initiatives for the region. Additionally, CEDA hosted other key events such as Alibaba.com for a global B2B trade platform, in collaboration with PNCC, MDC, Manawatū Business Chamber and NZTE, attended by 22 people from 13 local businesses.</p> <p>A bid was successful in bringing the Boma E Tipu Agri Summit to Manawatū in 2024.</p> <p>A total of \$222,700 was issued through the Regional Events Fund to support local events during the year to increase visitors to the region. This was funded through the government to support the visitor sector through the impacts of COVID-19. Events supported totalling 26, included the Manawatū Arts Trail, Kimbolton Sculpture Festival, International Blokart biannual world regatta, Central District Field Days, Cycling NZ National Criterium Championships, Volleyball Manawatū, and the NZ Blues, Roots & Groove Festival.</p> <p>2021-22 Financial year; 12 events supported with \$118,200 Regional Event funding issued.</p> <p>Five inward investment opportunities were supported over the year including the development of a pitch for an international pharmaceutical company working with New Zealand Trade and Enterprise, and a prospectus to support opportunities to bring new hotels and motels to the region. Support was provided for a potential investor within the Agri production Sector to expand their presence in the region, and for the development of Te Āpiti West Accommodation Hub.</p> <p>There were meetings with a further two key logistics businesses, GO Logistics and MOVE Logistics. MOVE are a potential host/partner for the work being undertaken to assess the viability of having a Special Economic Zone (SEZ) in Manawatū. CEDA attended the China/NZ Business Association Conference at Massey University, with potential inward investment leads to be followed up in July.</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

BUSINESS

Service Level Statement	Performance Measure	2022/23*	Performance to year end
		<p>Support or engage with 210 businesses including Māori businesses through CEDA activities**</p>	<p>444 unique business engagements (includes 39 Māori businesses) for the year from a total of 565 engagements through CEDA business development programmes including 258 Regional Business Partners business capability, 47 Business Mentor matches, 78 tourism operator support, 111 attendees at workshops and 40 Digital Boost cohorts, and 31 single point engagements – some businesses may have received more than one engagement.</p> <p>Capability support through the government funded Regional Business Partner Programme was issued totalling \$193,182.</p> <p>2021-22 Financial Year; 540 unique businesses with 621 total engagements and Capability Funding issued totalling \$230,511.</p> <p>A government funded Digital Boost Programme for supporting businesses through increasing their digital capability and online presence after the impacts of COVID-19 was rolled out through 13 intermediaries which has provided online digital training to 565 businesses.</p> <p>“Positioning your company for growth in China Workshop” held in collaboration with key partners in August, attendees included representatives from Chinese Embassy in NZ. Topics covered included what NZ businesses need to do to understand the China market, benefits of working with distribution channel, and finding the right partner in China. 17 people attended.</p> <p>“Doing business with Viet Nam” workshop was held in partnership with Palmerston North City Council & the Manawatū Business Chamber. Representatives from the Embassy of the Socialist Republic of Viet Nam, the Vietnam Trade Office, and the NZ Institute of International Affairs presented on how to support businesses looking to the Vietnam market, including current opportunities, and support available. There were 15 attendees from 9 businesses.</p> <p>An additional 118 tourism operator engagements or support was provided to 44 businesses through government funded Tourism Recovery and Reset funding to support the visitor sector through the impacts of COVID19.</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

** assuming discontinuation of funding of the Regional Business Partner programme by the Ministry of Business, Innovation and Employment from July 2022

BUSINESS

Service Level Statement	Performance Measure	2022/23*	Performance to year end
	Facilitate access to specialist innovation, and start-up expertise	Partner with The Factory and Sprout Agritech to deliver start-up and innovation support	<p>Partner with The Factory and Sprout Agritech to deliver start-up and innovation support Through its partnerships with Sprout Agritech and The Factory, CEDA contributed to the Sprout Agritech Accelerator cohorts (2), and supported promotion of The Factory's Innovate programme.</p> <p>There was a total of 19 businesses supported for the Sprout Accelerators cohorts IX and X and 7 business delivering final pitches as part of the Innovate programme.</p> <p>2021-22 Financial Year: a total 22 businesses for Sprout Agritech cohorts VII and VIII, and 7 finalists for Innovate 2021.</p> <p>Working with Callaghan Innovation 100 business Innovation Action Plans were completed. A total of \$957,940 in Callaghan grants was issued including Research & Development Experience, Career, and new to R&D Grants. Further to the co-funded grants, 15 companies had claims totalling \$2,477,221 from the Research and Development Tax Incentive scheme, to support growing business research and development in the region.</p> <p>2021-22 Financial Year \$2,862,877 in grants issued. <i>Note that the Callaghan Project grants were ceased during the 2022-23 year resulting in a reduction in the total grant funding issued.</i></p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

PLACE

Service Level Statement	Performance Measure	2022/23*	Performance to year end
Profile Manawatū locally, nationally, and globally	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 grow the profile and narrative of the city and region, with 10 content pieces published targeting key audiences	<p>A Total of 24 Content pieces were curated and published on ManawatuNZ.co.nz during the year.</p> <p>A regional signage review resulted in 21 regional signs being upgraded, three new ones created, and 14 Council boundary welcome signs printed.</p> <p>An additional 12 'micro clips' were created, showcasing the regions a place to live, work and play. These micro-clips are short form video that are used across digital marketing.</p> <p>2021-22 Financial Year: 20 content pieces curated</p> <p>A Manawatū 2.0 Campaign was run over the summer period designed to shift perceptions of the region, by showcasing our 'upgrade' as a place to visit. The campaign's media coverage included a feature on Breakfast TV and was further extended across Stuff.co.nz, MoreFM, TVNZ, RadioNZ and NZ Herald along with our own digital channels. The campaign resulted in 2.7million in earned PR reach, 2.8 million ad impressions, and nearly 3,789 competition entries.</p> <p>Due to the success of the Manawatū 2.0 campaign, the theme was used for an autumn campaign, this time targeting a younger audience with the idea of a getaway with friends. We connected with RodyNZ to target their audience of 205,000 travelers. During the three-month campaign period (March-May) ManawatuNZ.co.nz saw 101,651 web sessions.</p>
		50 direct media features published profiling the region, with a reach of more than 2.7 million*** New Trade and Media Hub launched on ManawatuNZ.co.nz	<p>A total of 56 direct media features published with a total reach of 42,074,257.</p> <p>Features included coverage in Air New Zealand's inflight Kia Ora Magazine, TVNZ's Seven Sharp, and Breakfast Show, RadioNZ, Stuff Travel, and Stuff National and Business, along with the NZ Herald, Concrete Playground, Let's Travel, DestinationNZ, Business Central and more. Over 15 million of this total reach was through a feature in the international publication AutoEvolution.com as part of our Coastal Arts Trail campaign coverage.</p> <p>2021-22 Financial Year: 71 media features with total reach of 30,228,674. <i>The number of media features in the 2021-22 year was higher due to government funding to support regions through the impacts of COVID-19 that upweighted our marketing and campaign activity. The marketing component of this funding ceased at the end of December 2022.</i></p> <p>The new Trade and Industry Hub was completed with an added Media section to better support the profile of our region through tailored content and imagery. The industry section supports visitor sector businesses with new training videos and tools created to support capability development.</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

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

PLACE

Service Level Statement	Performance Measure	2022/23*	Performance to year end
	Grow engagement on regional web and digital platforms for increased promotion of and information on the region	10% increase in 'sessions' on ManawatuNZ.co.nz, and social media engagement	<p>A total overall increase in engagement with ManawatuNZ 'sessions' and social media for the year of 17.68%.</p> <ul style="list-style-type: none"> • ManawatuNZ.co.nz total sessions of 303,454 being a 19.36% growth on previous year of 254,233. • ManawatuNZ FB followers; 22,229 up 3.10% from 21,560. • ManawatuNZ Instagram followers; 8,194, up 3.39% from 7,925 <p>2021-22 Financial Year; total increase in engagement of 1.95%.</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

PARTNERS

Service Level Statement	Performance Measure	2022/23*	Performance to year end
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	<p>16 partnership agreements in place with Ministry of Business Innovation and Employment - Regional Business Partner Programme, Digital Boost Pilot Programme, and Tourism Reset and Recovery funding agreement; Te Whatu Ora Health NZ, and Te Tāhuhu o te Mātauranga Ministry of Education - Accelerate Academy programme; Ministry of Culture and Heritage Te Urungi fund - He Ara Kotahi Hei Ara Korero project; UCOL Te Pūkenga - Workforce Development Planning project; Venture Tarankai and Whanganui & Partners - Coastal Arts Trail and Regional Events fund, Regional Business Partner programme agreements Whanganui & Partners and Te Manu Atatu (Māori business growth advisor), Partnership agreements with Rangitāne o Manawatū, The Factory, Sprout Agritech and Manawatū Young Professionals, Te Utanganui – MOU's Napier Port and Centreport.</p> <p>2021-22 Financial Year; 14 agreements in place.</p> <p>Ongoing support of the implementation of the Rangitāne o Manawatū Māori Tourism Strategy has included the development of a first-ever Cultural Sites of Significance brochure, creating a self-guided trail for visitors and locals alike.</p> <p>Progress on He Ara Kotahi, Hei Ara Kōrero project, funded via the \$700,000 secured from the Ministry of Culture and Heritage Innovation fund, has continued, with discovery sessions, site visits and workshops undertaken with the designated Working Party which includes representatives from Rangitāne o Manawatū, Palmerston North City Council, CEDA, Ministry of Education, and Department of Internal Affairs.</p>
		Iwi partnership projects implementation, including the Rangitāne o Manawatū Tourism Working Group and identification of additional project(s)	<p>Ongoing support of the implementation of the Rangitāne o Manawatū Māori Tourism Strategy has included the development of a first-ever Cultural Sites of Significance brochure, creating a self-guided trail for visitors and locals alike.</p> <p>Progress on He Ara Kotahi, Hei Ara Kōrero project, funded via the \$700,000 secured from the Ministry of Culture and Heritage Innovation fund, has continued, with discovery sessions, site visits and workshops undertaken with the designated Working Party which includes representatives from Rangitāne o Manawatū, Palmerston North City Council, CEDA, Ministry of Education, and Department of Internal Affairs.</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

PARTNERS

Service Level Statement	Performance Measure	2022/23*	Performance to year end
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	5% growth in audience engagement across key communications including economic updates, Māori economy data and regional news	<p>90 business and sector communications sent year to date consisting of: 60 Seconds with CEDA newsletters, Training & Development Guides, Visitor Industry Updates, 3 x Manawatū Quarterly Economic Snapshots, Fresh finds, Shareholder Updates, and Business Success Stories (7).</p> <p>2021-22 Financial year; 92 communications sent.</p> <p>Audience Engagement based on average open rate was as follows:</p> <ul style="list-style-type: none"> • 60 Seconds; 34.5% (compared with 21.9% year on year) • Training & Development Guide; 31.8% (27.6% year on year) • Visitor Industry Updates; 36.94% (-8.0% year on year) • Quarterly Economic Snapshots; 41.4% (3.2% year on year) <p>CEDA.nz - 1 Jul 2022 to 30 June 2023 sessions were 25,349 up 6.19% from the previous year.</p> <p>CEDA social media total audience of 2,432 up 15.75% from the previous year</p> <ul style="list-style-type: none"> • Facebook followers (1187) up 10.83% from July 2022, and LinkedIn followers (1245) up 20.87% from July 2022. <p>2021-22 Financial Year; CEDA.nz sessions totalled 23,871 (down 19.7%), CEDA social media total audience 2101 up 29%.</p>

* these objectives or outcomes may have impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19



Ngā Tohu Aroturuki Monitoring Indicators

In addition to our performance measures, the Shareholders 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 2021	Actual 2022	Actual 2023	Regional target*
Change in total number of jobs (employees and self-employed)	1.7% increase or 1,134 jobs increase from March 2020 68,307 total employees and self-employed as at March 2021	2.5% increase or 1,740 jobs increase from March 2021 70,047 total employees and self-employed as at March 2022	<i>March 2023 data to be released in October 2023</i>	1.9% average annual increase over three years
Change in median salaries and wages	3.4% increase \$62,400 at March 2021	5% increase \$65,519 at March 2022	<i>Data to be released in May 2024</i>	2.6% pa increase
Change in total earnings (salaries, wages and self-employment income)	7.1% increase or \$281 million \$4,254 million for year ending March 2021	<i>2022 Data to be released in November 2023</i>	<i>2023 Data to be released in November 2024</i>	3.7% pa increase, average annual increase of \$104 million
Change in total GDP	8.9% increase or \$7,611 million	1.2% increase or \$7,702 million	2.6% increase, or \$7,903 million	1.8% average annual increase in total GDP
Per capita GDP	0.4% increase, or \$56,438	8.5% increase, or \$61,231	<i>Population data to be released in October 2023</i>	0.6% average annual increase in per capita GDP

NGĀ TOHU AROTURUKI
MONITORING INDICATORS

Indicator	Actual 2021	Actual 2022	Actual 2023	Regional target*
Estimated population change	800 increase in population to year end June 2021, or 0.7% increase	500 increase in population to year end June 2022, or 0.4% increase	<i>Data to be released in October 2023</i>	1,350 population increase pa, 1.2% average increase pa
<i>65 years and over population (for demographic monitoring)</i>	500 increase in NZ Superannuation recipients to year end June 2021, or 2.6% increase	600 increase in NZ Superannuation recipients to year end June 2022, or 3.1% increase	<i>Data to be released in October 2023</i>	Estimated 530 population increase pa, 3.3% pa
Electronic card spending by visitors in Manawatū region	19.9% increase or \$51 million decrease (\$ 57 million increase in domestic, \$6 million decrease)	1.2% decrease or \$4 million decrease (\$ 5 mil decrease in domestic, \$1 million decrease)	13.4% increase, or \$41 million (\$27 mil domestic + \$14 mil international)	5.7% pa increase, average annual increase of \$22 million
Number of guest nights in Manawatū region	Not available 456,000 guest nights year ending June 2021	13.5% decrease 394,800 guest nights year ending June 2022	37.6% increase 543,700 guest nights year ending June 2023	1.6% pa increase
Change in MSD Jobseeker benefit recipients	6.2% decrease 265 decline compared to June 2020 quarter	11.6% decrease 465 decline compared to June 2021 quarter	+2.1% increase 75 increase compared to June 2022 quarter	-1.6% pa (ie. decline) average annual decline of 130 people

*excludes any annual inflation increase

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 Manawatū 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 Manawatū 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 Manawatū 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 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 Manawatū 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 30 June 2023

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 2023 were directed by the Statement of Intent 2022/23 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.

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 2023 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 2023.

Directors

Retirements and resignations

During the 2022/2023 financial year the following Directors retired from the Board:

- Te Ahu Teki (interim) retired effective 4 May 2023
- Robbie Pickford retired effective 17 March 2023

Appointments

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

- Robbie Pickford was re-appointed effective 5 May 2023
- Kathleen Brosnahan appointed 5 May 2023

Directors remuneration

The amount of \$174,288 per annum to 30 June 2023 and \$169,978 to 30 June 2022 was paid, or due and payable, to members of the Board as authorised by the shareholders as follows:

	2022/2023	2021/2022
Robyn O'Fee	55,000	40,000
Robbie Pickford	21,649	25,000
Margharita Mare	25,000	25,000
David Norman	25,000	12,500
Paul Bayly	25,000	12,500
Kate Brosnahan	3,889	0
Te Ahu Teki	18,750	0
Malcolm Bailey	0	27,500
Arthur Chin	0	3,659
Francene Wineti	0	23,819
Total	174,288	169,978

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 2023, Directors declared interest in the following entities:

P D Bayly

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Trustee	Massey University Foundation	None
Trustee	Sarjeant Galley Trust	None
Trustee	Whanganui Collegiate College Board of Trustees	None
Trustee	Clawton Trust	None
Director/Shareholder	Sitesoft International Limited	None
Director/Shareholder	Envirofert Limited	None
Director/Shareholder	Seven Peaks Pacific Limited	None
Director/Shareholder	Bayly Lazarescu & Partners Limited	None

Director/Shareholder	Clawton Investments Limited	None
Director/Shareholder	SOS Investments Limited	None
Trustee	Pataka Trust	None
Relation	Andrew Bayley Brother, MP for Port Waikato	None
Consultant	Palmerston North Airport	Palmerston North Airport is involved with Te Utanganui

K M Brosnahan

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Trustee	Cacia Birch Trust Board	None
Trustee	Graduate Women Manawatū Incorporated	None

M A Mare

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

D Norman

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Shareholder	GHD Limited	Contracted by PNCC to develop Te Utanganui Masterplan

R R O'Fee

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Shareholder	O'Fee and Associates Limited	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 Taupō 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-Chrystall 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
Director/Shareholder	Robbie Pickford Consulting	None
Shareholder	Epic M-Sport Limited	None
Director/Shareholder	World Class Education Limited	None

F Y Wineti

INTEREST	NATURE OF INTEREST	RELATIONSHIP TO CEDA
Board Director & Iwi Custodian	Ngaa Rauru Kiiitahi Iwi	None
Board Director	Money Poppins	None
Deputy Chairman	Te Aroha Marae	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:

	2022/2023	2021/2022
\$100,000 - \$225,999	3	4

Auditors

Auditor's remuneration of \$31,000 (exclusive of GST) for the 2023 audit is reflected in the financial statements as due and payable.



Tutukinga Ahumoni

Financial Performance

Group Statement of Comprehensive Revenue & Expense

Central Economic Development Agency Ltd (CEDA)

For the year ended 30 June 2023

Account	Notes	Actual 2023	Budget 2023	Actual 2022
Revenue (Non Exchange)				
Council Funding	4	2,536,201	2,698,107	2,510,001
Other Services Revenue		2,262,255	731,000	1,212,734
Project Revenue		0	85,000	44,299
Total Revenue (Non Exchange)		4,798,456	3,514,107	3,767,034
Cost of Sales				
Other Services Expenses		2,886,175	1,465,000	1,789,245
Project Expenses		3,191	87,000	46,223
Total Cost of Sales		2,889,366	1,552,000	1,835,468
Gross Surplus (Deficit)		1,909,090	1,962,107	1,931,566
Other Revenue (Exchange)				
Interest Revenue		72,471	5,000	15,086
Sundry Revenue		241	0	0
Gain on Sale of Property, Plant and Equipment		0	0	653
Total Other Revenue		72,712	5,000	15,739
Expenses				
Depreciation		4,035	3,500	3,852
Directors' Fees		174,288	180,000	170,868
Employee Expense	5	1,276,488	1,366,643	1,359,340
Financing Expenses		0	200	1
Other Operating Expenses	6	511,802	420,271	400,697
Total Expenses		1,966,612	1,970,614	1,934,759
Surplus (Deficit) Before Taxation		15,190	(3,507)	12,546

Group Statement of Comprehensive Revenue & Expense

Central Economic Development Agency Ltd (CEDA)

For the year ended 30 June 2023

Account	Notes	Actual 2023	Budget 2023	Actual 2022
Taxation				
Income Tax Expense	7	0	0	0
Total Taxation		0	0	0
Surplus (Deficit) after tax		15,190	(3,507)	12,546
Other comprehensive revenue and expense				
Items that could be reclassified to surplus (deficit)		0	0	0
Total Other comprehensive revenue and expense		0	0	0
Total comprehensive revenue and expense				
Total comprehensive revenue and expense		15,190	(3,507)	12,546
Total comprehensive revenue and expense attributable to:				
Palmerston North City Council		7,595	(1,754)	6,273
Manawatū District Council		7,595	(1,754)	6,273
Total comprehensive revenue and expenses		15,190	(3,507)	12,546

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 2023

Account	Notes	Actual 2023	Budget 2023	Actual 2022
Assets				
Current Assets				
Cash and Cash Equivalents	8	1,852,199	624,450	2,039,054
Receivables and Accruals	9	111,628	150,593	66,037
Prepayments		2,901	4,875	11,053
Total Current Assets		1,966,728	779,918	2,116,145
Non-Current Assets				
Property, Plant and Equipment	10	26,002	23,156	26,656
Total Non-Current Assets		26,002	23,156	26,656
Total Assets		1,992,730	803,074	2,142,801
Liabilities				
Current Liabilities				
Payables and Deferred Revenue	11	1,321,573	199,899	1,489,351
Employee Entitlements		86,079	86,371	83,561
Total Current Liabilities		1,407,651	286,270	1,572,912
Total Liabilities		1,407,651	286,270	1,572,912
Net Assets		585,079	516,804	569,889
Equity				
Contributed Capital	12	1,000	1,000	1,000
Retained Earnings	12	584,079	515,804	568,889
Total Equity		585,079	516,804	569,889

For and on behalf of the Board

Robyn O'Fee, Director

Margarita Mare, 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 2023

Account	Actual 2023	Budget 2023	Actual 2022
Equity			
Opening Balance	569,889	520,311	557,343
Increases			
Total comprehensive revenue and expense for the period	15,190	(3,507)	12,546
Total Increases	15,190	(3,507)	12,546
Total Equity	585,079	516,804	569,889
Total comprehensive revenue and expense attributable to:			
Palmerston North City Council	7,595	(1,754)	6,273
Manawatū District Council	7,595	(1,754)	6,273
Total comprehensive revenue and expense	15,190	(3,507)	12,546

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 2023

Account	Actual 2023	Budget 2023	Actual 2022
Cash Flows from Operating Activities			
Receipts of council funding	2,536,201	3,102,823	2,455,113
Interest received	52,382	5,000	10,797
Receipts from other operating activities	1,830,310	1,102,761	1,768,824
Income tax refunded/(paid)	4,193	0	883
GST	19,124	(194,978)	(10,939)
Payments to suppliers and employees	(4,625,684)	(4,702,132)	(3,703,108)
Finance costs	0	(200)	(1)
Total Cash Flows from Operating Activities	(183,475)	(686,726)	521,569
Cash Flows from Investing Activities			
Proceeds from sales of property, plant and equipment	0	0	1,652
Payment for property, plant and equipment	(3,381)	0	0
Total Cash Flows from Investing Activities	(3,381)	0	1,652
Net Cash Flows	(186,856)	(686,726)	523,221
Cash Balances			
Cash and cash equivalents at beginning of period	2,039,054	1,311,176	1,515,833
Cash and cash equivalents at end of period	1,852,199	624,450	2,039,054
Net change in cash for period	(186,856)	(686,726)	523,221

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

Accounting Policies

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 Manawatū 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 12 months ended 30 June 2023.

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.

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.

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 to be applied	Rate
Leasehold Improvements	Diminishing Value	10%
Office Furniture & Equipment	Diminishing Value	0% - 50%
Office Furniture & Equipment	Straight Line	8.5% - 30%
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 an 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

Management 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 Manawatū Trust. The consolidation of the Events Manawatū 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	2023	2022
4. Council Funding		
Palmerston North City Council	(1,880,545)	(1,890,713)
Manawatū District Council	(655,656)	(619,288)
Total Council Funding	(2,536,201)	(2,510,001)

Non-exchange transactions are transactions where, an entity either received value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange. CEDA considers that the nature of the core funding received from Councils is 'non exchange' in nature as the service value that CEDA returns to Councils as 'economic development' is not always directly provided to the Councils as funders, but rather to the broader community on behalf of the Councils.

Other services revenue has been classed as non-exchange revenue as the services are generally provided to the community rather than the funder.

Exchange transactions are transactions in which one entity receives assets or services or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services or use of assets) to another entity in exchange. In CEDA exchange revenue is derived from Interest revenue and the provision of office meeting space.

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.

Account	2023	2022
Council Funding included in Project Revenue		
Palmerston North City Council	0	40,393
Manawatū District Council	0	4,720
Total Council Funding included in Project Revenue	0	45,113

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 2023 \$481,113 (2022:\$1,153,021) has been recognised as a liability as the conditions attached to the receipt of this funding have not yet been met.

5. Employee Expenses

Salaries and wages	1,239,452	1,306,163
Employer contribution to Kiwisaver	34,521	33,315
Movement in employee entitlements	2,515	19,862
Total Employee Expenses	1,276,488	1,359,340

6. Other Operating Expenses

Fees to Audit New Zealand for the audit of the financial statements	29,462	27,558
Consultants and legal fees	4,412	0
Operating lease expense	15,946	30,079
Other operating expenses	461,982	343,061
Total Other Operating Expenses	511,802	400,697

Account	2023	2022
7. Income Tax Expense		
Net Profit (Loss) Before Tax	15,190	12,546
Tax at 28%	4,253	3,513

Plus (less) tax effect of:

Non deductible expenditure	1,616	392
Non-taxable income	0	0
Tax loss not recognised / (recognised)	(9,633)	(1,751)
Deferred tax adjustment	3,764	(2,154)
Tax expense	(1,400)	(0)

A deferred tax asset has not been recognised in relation to tax losses of \$374,843 (2022:\$414,247) and temporary differences of \$78,567 (2022:\$65,126).

Components of tax expense

Current year	0	0
Deferred tax	0	0
Tax expense	0	0

8. Cash and Cash equivalents

CEDA Current Account	251,199	138,054
CEDA Money Market Account	1,600,000	1,900,000
CEDA Trust Account	1,000	1,000
Total Cash and Cash equivalents	1,852,199	2,039,054

Account	2023	2022
9. Receivables and Accruals		
Accounts Receivable	57,422	54,818
Less: Provision for impairment	0	0
Accrued Interest	723	104
GST	34,013	6,922
Income Tax	19,470	4,193
Total Receivables and Accruals	111,628	66,037

Total Receivables and Accruals Comprise

Receivables from exchange transactions	6,787	2,141
Receivables from non-exchange transactions	104,841	63,896
Total Receivables and Accruals Comprise	111,628	66,037

10. Property, Plant & Equipment

	Opening Value	Accum Depn	Carrying Amount	Additions	Disposals	Depn	Closing Value	Accum Depn	Carrying Amount
Leasehold Equipment	13,049	(8,121)	4,928	0	0	(493)	13,049	(8,614)	4,435
Office Furniture & Equipment	71,054	(51,195)	19,859	3,381	0	(2,981)	74,435	(54,176)	20,259
Vehicles	19,382	(17,513)	1,869	0	0	(561)	19,382	(18,074)	1,308
Total	103,486	(76,829)	26,656	3,381	0	(4,035)	106,867	(80,864)	26,002

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	2023	2022
11. Payables and Deferred Income		
Accounts Payable	792,907	325,546
Accruals General	39,430	47,175
Funding in Advance	481,113	262,800
Funding in Advance - Sector Development	0	848,535
GST	0	0
Income Tax	0	0
Operations Credit Card	8,122	5,294
Total Payables and Deferred Income	1,321,573	1,489,350

Total Payables and Deferred Income Comprise

Payables under exchange transactions	350,818	364,559
Payables under non-exchange transactions	970,755	1,124,792
Total Payables and Deferred Income Comprise	1,321,573	1,489,351

12. Equity

Share Capital		
Opening Balance	1,000	1,000
Total Share Capital	1,000	1,000
Retained Earnings		
Opening Balance	568,889	556,343
Current Year Earnings	15,190	12,546
Total Retained Earnings	584,079	568,889
Total Equity	585,079	569,889

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	2023	2022
13. Key personnel compensation		
Directors		
Remuneration	174,288	169,978
Full-time equivalent members	6	6
Senior Management Team		
Remuneration	606,106	661,337
Full-time equivalent members	4	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 2023, nil (2022:nil) employees received compensation and other benefits in relation to cessation totaling nil (2022:nil).

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 Manawātū 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.

15. Major Variances Explained

Account	Actual	Budget	Variance	Notes
Council Funding	2,536,201	2,698,107	(161,906)	Variance due to council funding being less than budgeted annual inflation increase.
Other Services Revenue	2,262,255	731,000	1,531,255	Variance due to additional funding received through central government under the Support, Recovery and Reset Plan, Regional Event Fund, and Digital Boost Fund for business and tourism/visitor sector support. Also Regional Business Partner Programme contract awarded not budgeted for.
Project Revenue	0	85,000	(85,000)	Variance due to NZ Agritalks not delivered and change to partnership with annual BOMA conference, and Sort It Careers Expo not delivered and changed to partnership with NZ Careers Expo.
Interest Revenue	72,471	5,000	67,471	Variance due to interest earned on additional funds on hand.
Other Services Expenses	2,886,175	1,465,000	1,421,175	Variance due to additional expenditure on business and tourism/visitor sector support as a result of additional funding received from central government. Also expenditure in relation to the Regional Business Partner Programme contract not budgeted.
Project Expenses	3,191	87,000	(83,809)	Variance due to NZ Agritalks not delivered and change to partnership with annual BOMA conference, and Sort It Careers Expo not delivered and changed to partnership with NZ Careers Expo.
Employee Expenses	1,276,488	1,366,643	(90,155)	Variance due to vacancies.
Other Operating Expenses	511,802	420,271	91,531	Variance due to additional costs for recruitment and vacancies to support CEDA marketing and communications functions.

Account	2023	2022
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16. Financial Instruments

Financial Assets

Loans and Receivables		
Accounts Receivable		
Accounts Receivable	57,422	54,818
Total Accounts Receivable	57,422	54,818
Accrued Interest	723	104
Cash and cash equivalents	1,852,199	2,039,054
Total Loans and Receivables	1,910,344	2,093,976
Total Financial Assets	1,910,344	2,093,976

Financial Liabilities

Financial Liabilities at amortised cost		
Payables	(832,337)	(372,721)
Total Financial Liabilities at amortised cost	(832,337)	(372,721)
Total Financial Liabilities	(832,337)	(372,721)

17. Operating leases as lessee

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

Operating leases as lessee

Not later than one year	194,772	164,407
Later than one year and not later than five years	6,059	151,116
Later than five years	0	0
Total non-cancellable operating leases	200,831	315,523

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, Regional Events Fund and Digital Boost Programme pilot for COVID affected tourism sector support, business digital upskilling, 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

TO THE READERS OF CENTRAL ECONOMIC DEVELOPMENT AGENCY LIMITED'S FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION FOR THE YEAR ENDED 30 JUNE 2023

The Auditor-General is the auditor of Central Economic Development Agency Limited (the company). The Auditor-General has appointed me, Brent Kennerley, using the staff and resources of Grant Thornton New Zealand, to carry out the audit of the financial statements and performance information of the company on his behalf.

Opinion

We have audited:

- the financial statements of the company on pages 11 to 25, that comprise the consolidated statement of financial position as at 30 June 2023, the consolidated statement of comprehensive revenue and expenses, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the company on pages 26 to 33.

In our opinion:

- the financial statements of the company on pages 11 to 25:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2023; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with the Public Benefit Group Reporting Standards Reduced Disclosure Regime; and
- the performance information of the company on pages 26 to 33 presents fairly, in all material respects, the company's actual performance compared against the performance targets and other measures by which performance was judged in relation to the company's objectives for the year ended 30 June 2023.

Our audit was completed on 31 August 2023. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing

(New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors for the financial statements and the performance information

The Board of Directors is responsible on behalf of the company for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the performance information for the company.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board of Directors is responsible on behalf of the company for assessing the company's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

Responsibilities of the auditor for the audit of the financial statements and the performance information

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Group statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud

may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We evaluate the appropriateness of the reported performance information within the company's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included on pages 3 to 10, but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the company in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of

Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the company.



Brent Kennerley
Grant Thornton
On behalf of the Auditor-General
Wellington, New Zealand

Ō Mātou Hoa Mahi Tahī

Our 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 Te Kunenga ki Pūrehuroa
National Driver Training Centre
Network of Skilled Migrants Manawatū
Palmerston North City Council
Palmerston North Airport
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

Regional

Accelerate 25
Business Central and Export NZ
Horizons Regional Council
Horowhenua District Council
Te Pae Hauora o Ruahine o Tararua | MidCentral
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 Mentors New Zealand
Callaghan Innovation
Economic Development New Zealand
Immigration New Zealand
Kanoa - Regional Economic Development & Investment Unit
Manatū Taonga - Ministry of Culture and Heritage
Ministry of Business, Innovation and Employment - Hīkina Whakatutuki
New Zealand Careers Expo
New Zealand Trade and Enterprise – Te Taurapa Tuhono
Poutama Trust
Regional Business Partners Network

Regional Tourism New Zealand
Te Puna Whakaaronui - New Zealand's Primary Sector Think Tank
Te Tāhuhu o te Māturanga - Ministry of Education
Te Tari Taiwhenua – Department of Internal Affairs
Te Whatu Ora – Health NZ
Tourism Industry Aotearoa
Tourism New Zealand
Waka Kotahi New Zealand Transport Agency
Workforce Development Councils

