

Te Tauāki Takune Statement of Intent

2024-25

1 March 2024

Te Tauākī Takune

Statement of Intent

2024–25

Rārangitanga Umanga

Company Directory

Central Economic Development Agency Limited

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Palmerston North 4410

Phone: 06 350 1830

Website: CEDA.nz

Chief Executive

Jeremy Shearman

Directors

Robyn O’Fee (Bobbie) (Chairperson)
Paul Bayly
Margharita Mare (Margy)
David Norman
Robbie Pickford
Katie Brosnahan

Registered Office

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236 Broadway Avenue
Palmerston North 4410

Bankers

Westpac New Zealand Limited

Auditors

Grant Thornton Audit New Zealand 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.

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Kupu Takamua

Foreword

Tēnā koutou katoa

We are pleased to present our Statement of Intent for 2024-25.

In the ever-evolving landscape of economic growth and development, the Manawātū region has remained steadfast in its progress, innovation, and resilience. While the past year has brought both challenges and opportunities, Manawātū has not only weathered the storm but emerged in a strong position setting us up well for the coming years.

Our 2024-25 statement of Intent continues CEDA's focus on priority projects, our regional tourism function, ensuring that we are positioned to respond to emerging and future economic opportunities, and business support. As the regional economic development agency, we work to attract new businesses to the region, showcase Manawātū to attract more talent, investment, and visitors to our region, and support and grow existing businesses. Our key priorities for the year remain Te Utanganui – The Central New Zealand Distribution Hub, implementing the recently completed Manawātū Regional Food Strategy, and progressing key projects outlined in Manawātū 2032 – Manawātū's Destination Management Plan.

Te Utanganui is a classic 'growth pole' economic development activity that will see medium and long term economic, social and environmental benefits for the region and Aotearoa for decades to come and plays a key role in the New Zealand freight and supply chain solution. Over 50 businesses already call Te Utanganui home, and this is growing. Key to that growth is advancing strategic infrastructure projects including the planned Regional Freight Hub at Bunnythorpe and progressing the Regional

Freight Ring Road to complement existing infrastructure, unlock central government investment and attract more business and investment into the region.

The Manawātū Regional Food Strategy was launched in late 2023 and will progress through the upcoming year as we focus on the implementation of key outcomes. The success of this strategy will be linked to strong relationships with industry, iwi, and key partners through the multi-stakeholder action plan which focuses on the key theme of sustainable nutrition.

Implementing the Manawātū Destination Management Plan continues to be a focus for CEDA as we look to grow and broaden the experiences visitors to the region can access. The plan is a shared vision for the region, and we look forward to facilitating and driving its implementation, working with partners, shareholders and industry to support the development of the opportunities identified within the plan.

The nature of economic development requires collaboration and partnerships, something which CEDA continues to prioritise and develop. We'd like to acknowledge the support and collaboration we have from our key partners including Rangitāne o Manawātū, Ngāti Kauwhata, Ngāti Raukawa, The Factory, Sprout Agritech, Manawātū Business Chamber, Feilding and District Promotion, Massey University, UCOL | Te Pūkenga, and IPU. These organisations share our passion for and commitment to the region, and it is through these partnerships that we can work together to foster innovation, attract investment and talent, facilitate business growth, and bring people and visitors to our slice of Aotearoa. Added to this, the connectivity and support amongst our businesses and stakeholder community,

and the passion and resilience that defines the people of Manawātū continues to position our region for success.

Our continued connection with national organisations such as Air New Zealand, KiwiRail, Waka Kotahi, Tourism New Zealand and Regional Tourism New Zealand, and the Ministry of Business, Innovation and Employment enables a national view across to our work and supports bringing opportunities to, and advocacy for, our region.

We look forward to the next 12 months with our refreshed vision well embedded, and a high performing CEDA team in place. We are confident that our work will continue to position Manawātū well for economic growth as we contribute to the New Zealand Inc story.

I'd like to thank our shareholders, the CEDA board and team, iwi, partners, and stakeholders for their ongoing support for CEDA's vision for the region. Our success is evidenced by the progress and achievements of the regions businesses that continue to feed our economic performance and we are grateful to have that support.

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

Ngā mihi nui ki a koutou katoua,



Bobbie O'Fee
Heamana Chairperson

Ngā Take o te Tauākī Takune

Purpose of the Statement of Intent

This Statement of Intent 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 annual Statement of Intent publicly states the activities and intentions of CEDA for the next three years, and the objectives to which those activities will contribute.

This Statement of Intent takes the shareholder Statement of Expectations comments into consideration and includes performance measures and targets as the basis of organisational accountability, through the [Statement of Service Performance](#), and [financial forecasting](#).

Ngā Tohu Aroturuki

Monitoring Indicators

In addition to CEDAs performance measures, the shareholders have identified a further set of monitoring indicators. These indicators reflect regional outcomes 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. CEDAs shareholder councils have the responsibility to report on these indicators.

As per the 2024-2027 Statement of Expectations from the shareholders have identified the following additional monitoring indicators:

- Job growth
- Increase in median household income

These are represented by the following economic data collated by Palmerston North City Council, and will be reported in CEDA's Annual Report:

- Change in total number of jobs
- Change in median salaries and wages
- Change in total earnings (salaries, wages and self-employed income)

Two further indicators as detailed in the Statement of Expectations are reported through CEDA's Statement of Service Performance each year.

- Number of investment leads and deals secured
- Strength of the relationship with strategic partners (reported biennially)

Other indicators that we will report on in CEDA's Annual Report include:

- Change in total GDP
- GDP per capita
- Electronic card spending by visitors in Manawātū region
- Number of guest nights in Manawātū region

Tā Mātou Matawhānui

Our Vision

Manawatū 2030

Ko te rohe tino ahu whakamua o Aotearoa

New Zealand's most
progressive region

Our vision is purposely bold, and it encompasses the aspirations of both our shareholder Councils. It requires our region to be ambitious, proactive, and future focused, and to be adaptable to the fast-moving economic landscape we face. We believe that Manawatū has strong leadership and the ingredients to position itself on the national stage - a vibrant and innovative region that will be first choice for talent, business, visitors, and investment.

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



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



Manawatū is a world leading agrihub



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

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

Ā Mātou Whāinga Rautaki

Our Strategic Objectives

Te Whakatutuki i te Matawhānui

Achieving our vision

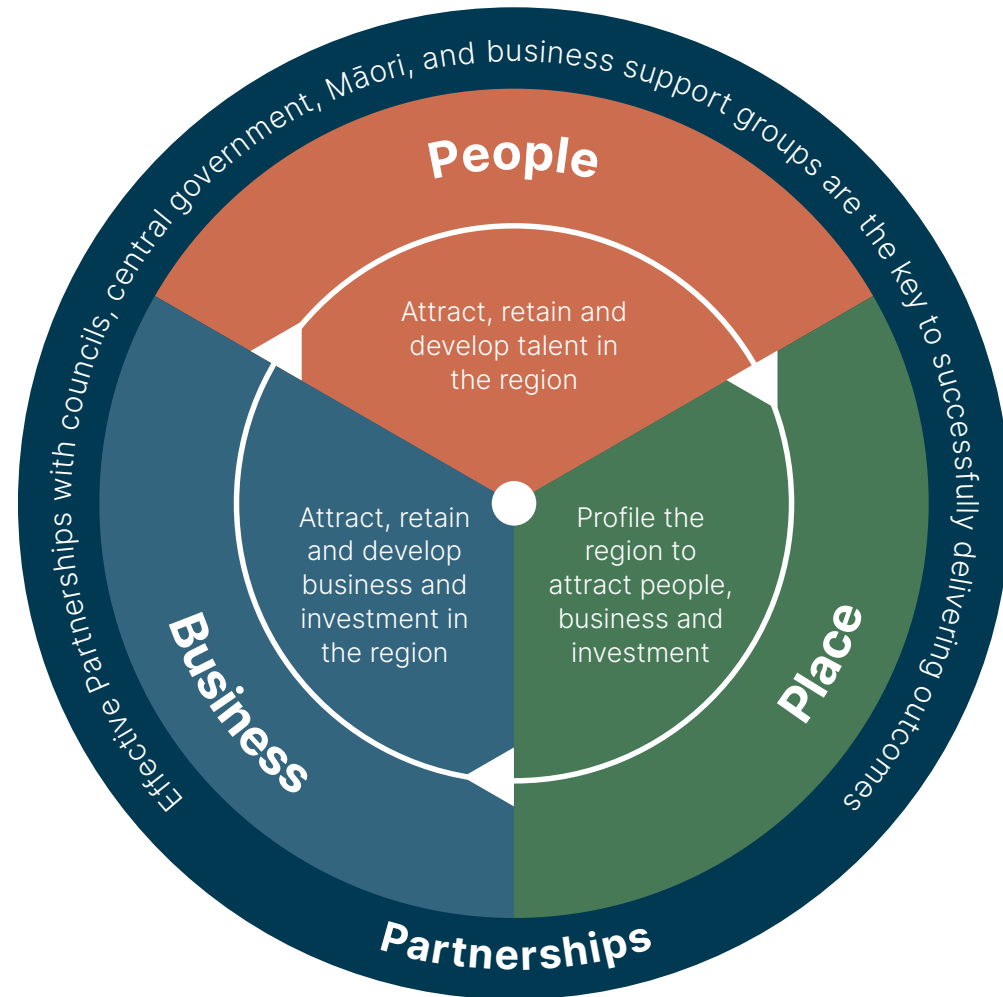
CEDA works across the three strategic pillars of economic development; Business, People, and Place, and our success is underpinned and enabled by the strength of our relationships with our regional and national partners.

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 this Statement of Intent for 2024-25.

When considering how to prioritise our efforts, based on our current resources and functions, and guided by our intervention logic, 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 Mahi What We Do




Tā Mātou Mahere Arorau

Our Intervention Logic

CEDA operates within a simplified intervention logic that shows the connection between the programmes of work and activities undertaken, and the desired outcomes for the region. This is supported by key

performance indicators in the Statement of Service Performance table, project deliverables, and through the measurement of stakeholder and client satisfaction. Together these form the basis of CEDA's accountability

and performance reporting. Long-term regional outcomes are also monitored through regional monitoring indicators measured by CEDA's shareholders.

VISION Manawatū 2030; Ko te rohe tino ahu whakamua o Aotearoa New Zealand's most progressive region			
GOALS	 Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business, talent and visitors	 Manawatū is a world leading agrihub	 Manawatū is a leading distribution hub, and leverages off its role in central New Zealand
STRATEGIC PILLARS	Business	People	Place
STATEMENT OF INTENT OUTCOMES	Attract, retain, and develop, business in the region	Attract, retain, and develop talent in the region	Profile the region to attract people, business, and investment
PROJECTS/ACTIVITIES STRATEGIES	<ul style="list-style-type: none"> • Te Utanganui, the Central New Zealand Distribution Hub • Manawatū Regional Food Strategy • Destination Management Plan • Inward Investment Framework • Integrated sector development initiatives and business engagement • Business capability funding and support • Start-up and innovation support 	<ul style="list-style-type: none"> • Pathways to employment • Project and sector led workforce development • Intel and insights for central government • Success stories and business profiles • Distribution of resources and tools through our business engagements 	<ul style="list-style-type: none"> • Regional identity; featuring the region through media and partnerships • ManawatuNZ.co.nz the region's 'shop window' • Developing stories and content of our people, places and businesses • Growing social media engagement • Targeted marketing, pitching the region
Partnerships – The connections that make our region tick			
Effective Partnerships with councils, government, Māori, and business support groups are the key to successfully delivering outcomes			
STATEMENT OF INTENT OUTCOMES		PROJECTS/ACTIVITIES	
Lead inclusive and sustainable economic development for the region		Partnership agreements with key partners and iwi, Māori business and iwi led projects, Rangitāne o Manawatū Māori Tourism Strategy, He Ara Kotahi, Hei Ara Kōrero, compiling research, data and insights, and economic trends for our stakeholder and business community, reporting and legislative requirements.	

BUSINESS

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

Attract, retain, and develop business and investment in the region

Business development and expansion in the region and attracting business and investment to the region is at the core of economic development. This is at the forefront of CEDA's key outcomes for Manawātū. International best practice in driving inward investment requires strategic marketing, proactive targeting of carefully identified investors and intermediaries, investment facilitation to

ensure that prospects are converted into realised projects and a targeted approach to investor after-care. CEDA's work focuses on our sectors of strength including food, transport and logistics, and the visitor sector, profiling the region, developing a targeted pipeline, and removing barriers to investment.

Support the development and growth of business and sectors of strength in the region including inward investment.

Identification and Development of Investment Opportunities with regional partners to support attraction of investment to the region, leveraging key regional projects.

Te Utanganui, the Central New Zealand Distribution Hub

The central location of the region, and the growth of Te Utanganui to more than 50 businesses, further underpins Manawatū's strengths and opportunities for investment from both the private and public sector. The district and the city have both identified significant areas for growth in distribution and logistics with the development of Te Utanganui confirming Manawatū as the third node of distribution in New Zealand's national freight network providing significant economic growth opportunities for the region.

The strategy for Te Utanganui builds on the region's comparative advantages to increase distribution capabilities and freight volumes, significantly contributing to economic growth of the region. CEDA's role is championing and driving this project, with a focus on attracting and facilitating investment, supporting growth in precincts such as the Kawakawa Road industrial development in the district for potential investment, advocacy and profile of the opportunity and benefits, including to central government, and enhancing regional, business and inter-regional collaboration for the benefit of the central North Island and the national freight network.

Manawatū Regional Food Strategy

At the heart of our Manawatū Regional Food Strategy that was launched in December 2023 is the way we work together to create a secure and resilient food system that nurtures the entire community's wellbeing, empowering producers, and fostering sustainable food systems. From our depth of science and innovation, through to on farm expertise, Manawatū will continue to play a significant role in the evolving food story for Aotearoa New Zealand.

The strategy has a core unifying concept of **Sustainable Nutrition**. This was identified through extensive interviews of key sector stakeholders, partners, and through desktop reviews of key documents and data. Sustainable Nutrition, in the context of this strategy, means fulfilling the needs of current generations while enhancing the ability for future generations to continue meeting their needs from the field to the consumer.

Inward Investment Opportunities

As identified by the Manawatū Destination Management plan CEDA will continue to lead the positioning of Manawatū as a strategic investment location, with a new focus on the Feilding town centre and the Palmerston North city centre. This focus will initially be in relation to hotels, serviced accommodation, office space or retail opportunities with this work to be initially defined and scoped through engagement with our shareholder councils, and also supported through relationships with real estate agencies and commercial property developers. Further opportunities as identified for Te Apiti – Manawatū Gorge will continue to be a priority.

We will support regional stakeholders committed to seeing growth in the regional economy and will seek further inward investment opportunities or act on leads provided to us.

Development of priority sectors through targeted business development, retention initiatives, and innovation partnerships.

Sector Development

Through CEDAs business engagement programmes of work we will look to support identified opportunities for growth focusing on the regions sectors of strength. As a priority, but not exclusively, we will lead out and align our initiatives to key regional strengths and strategies including Te Utanganui, Manawatū Regional Food Strategy, and the Manawatū Destination Management Plan, working closely with the sector s and industries to support and deliver on outcomes.

We will have an integrated approach with our work in the development of the talent and skills pipeline to support the future proofing of our businesses and these key sectors for the region.

Additionally, we will continue to work closely with visitor sector operators to help stimulate growth in the visitor economy and provide quality experiences for visitors and residents alike, including through The Country Road programme. This work will be closely integrated in the way we profile the Manawatū, through our role as the Regional Tourism Organisation for Palmerston North city and Manawatū, to ensure this enhances the overall visitor experience and maximises growth for the region.

Business Attraction, Retention & Expansion Initiatives

Business attraction, retention and expansion are well established economic development tools, and are key areas of focus for any economic development agency. CEDA will continue supporting business attraction, retention, and expansion, primarily through targeted business support, tailored programmes, and supporting key projects and inward investment opportunities in the region. The delivery of the Regional Business Partner Programme and Business Mentors Programme will continue to be core components of our SME business engagement toolbox, including the sharing of our own digital tools in the Employer Workplace Hub. We will target these business support activities to businesses in growth mode, on Māori businesses and by making connections, and referrals to other key regional agencies.

We will focus our engagement on businesses across sectors of strength and by connecting with key business leaders and stakeholders. These engagements will ensure we have access to the latest insights into business sentiment, regional opportunities through connections and trends, and are able to proactively respond to and support business expansion and investment opportunities.

Supporting Innovation and Start-ups in the Region

Fueling innovation is key to fostering our competitive advantage as a region, and in creating jobs and investment opportunities. CEDA focuses on delivering on these outcomes through key partnerships with The Factory and Sprout Agritech. CEDA are also the conduit to the market for Callaghan Innovation, supporting innovation and research and development services to suit each stage of business growth.

The Factory's Pre-incubation and Incubation programmes have been designed to help potential entrepreneurs transform ideas into early stage start-up businesses. CEDA contributes to the partnership by way of funding and mentoring support to help facilitate and grow the next generation of innovators and entrepreneurs.

The Sprout Agritech Accelerator programme selects national and international start-ups and businesses to undergo an intensive mentorship process to accelerate innovation with a view to commercialising technology. This programme is a highly effective mechanism to nurture our regions innovative start-ups and to attract start-up interest in the region. As a key partner of Sprout Agritech, CEDA provides funding and support, and works with Sprout on the selection process to ensure successful outcomes for the programme and highlight the capability we have within the region.

People

Whakamaneatia, puritia, whakawhanaketia ngā iho pūmanawa i te rohe

Attract, retain, and develop talent in the
region

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

experience our businesses need, and the training and development of the people they already have is key. This along with an understanding of the future needs of our sectors and businesses will support the region being able to grow and prosper.

Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market.

Support the development of the regions attraction and retention of talent and skills through an integrated sector approach.

Pathways to Employment – Future Proofing the talent pipeline

CEDA will continue its work with secondary schools and employers to support transitions and pathways into employment. This will include activities that provide opportunities for rangatahi, secondary school students, and staff to engage with employers through the development of a Pathways Partnership program and the New Zealand Careers Expo, Manawatū.

To support the future proofing of our regions talent pool we will focus on key sectors of strength, and where applicable, align with key regional strategies including Te Utanganui, Manawatū Destination Management Plan and the Manawatū Regional Food Strategy. Taking a sector-based approach, CEDA will focus on talent and skills initiatives that will drive the actions for our sectors of strength in relation to talent and skills needs, integrated with our broader sector development work and support.

CEDA will play a key role in collecting and sharing regional intel and insights with key central government agencies to further ensure the future needs of the region are being met and supported.

Talent and Workplace Development – Skills of existing workforce

We will continue the development and roll out of tools to build businesses own capabilities to drive attraction, integration and retention of talent and skills in the region. We deliver these through our digital Employer and Workplace Hub on CEDA.nz and sharing through our business engagement approach.

We will continue to partner with our key tertiary education collaborators to provision for future skills needs, and ensure that key regional projects such as Te Utanganui, the Central New Zealand Distribution Hub, are supported in identifying and fulfilling the training, attraction, and retention needs to support the growth and ambitions of the region's priority investment projects.

Regional Identity to support recruitment of talent

Working with key sectors and partners, CEDA will continue to raise the profile of the Manawatū region as a compelling destination for talent attraction. This will help ensure that we are consistent as a region in how we attract potential talent to our region. We will leverage tools such as ManawatuNZ.co.nz and in some case bespoke content to support recruitment needs and really showcase the regional benefits of living and working here.

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

Profile the region to attract people, business
and investment

CEDA works to profile the region to highlight our strengths, our people and our places through a shared regional identity, targeted storytelling and partnerships across our key pillars of People, Place and Business and are aligned to our core areas of work. We know that if you create a region where people want to visit, you have

created a place where people will choose to live. If you have created a place where people want to live and work, then you have created a region where businesses will want to invest, and if you have created a region where businesses want to invest, then you have a place that people will want to visit.

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.

Regional Identity

Through the regional identity and brand, CEDA will continue to raise the profile of the Manawatū region as a compelling destination for investment, business, talent, and visitors through targeted storytelling and media partnerships.

The profiling of our region is done alongside our projects and strategic plans including inward investment, destination management, visitor sector marketing, talent and skills attraction and retention, and business attraction and retention. Using key channels, and working with regional stakeholders and partners, we will work to grow the profile of our city and region and collectively showcase on our distinct and respected value proposition to build momentum and awareness of the city, district, and region.

CEDA will focus on building the awareness of Manawatū and what the region has to offer, by managing and executing on the messaging and tone, imagery, campaign work, stories, digital presence and every touch point we have going forward to ensure Manawatū is seen as a distinctive and compelling proposition.

Featuring the region through media and stories

Our work with local, national, and international media ensures a strong and consistent regional presence and rhetoric across all traditional and digital channels. CEDA will continue to leverage existing media relationships and proactively build new ones to pitch stories and features to national and local media organisations and publications to attract investment, business, visitation, and talent.

CEDA's focus on the development, sourcing and sharing of stories of the region through the lens of our people and businesses will continue to be a core focus as we work to raise awareness and profile of Manawatū. These stories will be shared with media and publications, and with our wider stakeholder community to collectively share the narrative of our people and place in a cohesive way.

The ManawatuNZ.co.nz regional website and Resource Hub will further support our partners, stakeholders, business community, and media with fresh, engaging imagery and content of the city and region to build a consistent and strong rhetoric of Manawatū's strengths, opportunities, and identity.

In our role as the Regional Tourism Organisation for Palmerston North and Manawatū, we work with key national organisations including Tourism New Zealand, Air New Zealand, Tourism Industry Aotearoa and more to ensure we are maximising our relationships and opportunities for the region while also seeking targeted opportunities for business and investment profiling, through recognised publications and channels.

PLACE

Deliver online initiatives to support the attraction of inward investment, talent and business to the region.

CEDA's marketing initiatives and campaigns are designed to support our key pillars of People, Place and Business and are aligned to our core areas of work. Whether it be a talent campaign, investment prospectus, or a seasonal marketing initiative to drive visitation, there is a clear link between all of these areas. A coordinated approach to showcasing the strengths of our region, telling the stories of our people and places, and profiling our successes is key to building a strong reputation as a city and region.

Reputation and profiling of the region

Profiling the regions competitive lifestyle advantages and career opportunities through the sharing and ongoing development of tools, content, and targeted marketing initiatives, CEDA will support the regions business community to collectively showcase our regions offerings and opportunities.

Through targeted initiatives, CEDA will seek to drive visitation and increase the spend and stay of our visitor markets, leveraging events particularly where regional businesses benefit, such as gardens.

Aligned to our investment pipeline and engagement, collateral will be developed to sell our region, including the right data and insights to present to potential and existing investors and businesses looking to expand. These pitches rely on consistent key messaging that highlight our strengths and opportunities to effectively position our region and profile.

Grow engagement on regional website for increased awareness of, and information on the region.

ManawatuNZ.co.nz and social media

Underpinning all of CEDA's marketing activity to profile the region is our digital platforms. The regional website ManawatuNZ.co.nz is the shop window to Manawātū and plays a key role in connecting with our audiences and profiling the region's strengths to attract talent and investment into the region, showcase our lifestyle advantages, inspire visitation, and tell our region's stories. Our digital platforms including social media are one of our most important tools in building awareness of what Palmerston North and Manawātū has to offer. Through our regional social media channels and the regional website, we continue to build on our narrative as a region to ensure we can collectively profile the region on a local, national, and global stage.



Partners

Aratakina ngā whanaketanga 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 resources, 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.

Grow and foster relationships with Māori, iwi and hapu in the region.

CEDA works collaboratively with regional iwi through our key strategic projects for the region to increase business and employment opportunities for Māori, and in supporting iwi led projects such as the Rangitāne o Manawatū Māori Tourism Strategy, He Ara Kotahi Hei Ara Kōrero project, and profile and use of the Regional Identity “Te Mauri o Manawatū”

Mahia te mahi hei painga mo te iwi. We will continue to work on our engagement with local iwi, hapu and development of partnerships with Māori business networks such as Te Au Pakihi, and the Poutama Trust, to support initiatives that build capability for Māori business, iwi and hapu and their aspirations.

To help support our relationships with iwi, hapu, and Māori organisations to ensure these relationships are meaningful, Ahakoa he iti he pounamu.

Whaia te matauranga hei oranga mōu, we continue to work on developing CEDA's internal capability in understanding Te Ao Māori and all that it encompasses.

Build on relationships with shareholders, central government agencies, and regional stakeholders.

Strategic relationships with partners, iwi, central government, economic development agencies and key stakeholders, such as Rangitāne o Manawatū, Ngati Kauwhata, Ngati Raukawa, The Factory, Sprout Agritech, Manawatū Business Chamber, Feilding and District Promotions, Palmy Bid, Massey University, UCOL | Te Pūkenga, IPU, Air New Zealand, Tourism New Zealand, Regional Tourism New Zealand, and Immigration New Zealand, enable CEDA to connect, discover and leverage mutual opportunities.

We review our partnership agreements and workplans, including identifying new opportunities for partnerships, to ensure plans are in place to support working collectively and identifying opportunities across all that we do.

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

Economic impact information regularly communicated to stakeholders and business.

CEDA works with national data and statistic agencies, Tourism New Zealand, and the Ministry of Business, Innovation and Employment to provide the latest information from the visitor and retail sectors, our sectors of strength and key growth indicators such as GDP, population, housing prices, consents, employment, and more. This data is important in providing our businesses and stakeholders with current trends and economic insights.

This information is published on a regular basis through targeted communication channels such as 60 Seconds (e-newsletter), ManawatuNZ.co.nz, CEDA.nz, and the Manawatū Quarterly Economic Snapshots and dashboards. This includes partnering with Palmerston North City Council, Manawatū District Council, and key industry leaders, to analyse the data and insights, and provide context around the regions economic performance.



An aerial photograph of a wide river flowing through a city and green fields. The sun is setting on the right side of the image, casting a warm orange glow over the scene. The river is dark and reflects the sky. The city is visible in the background, with many buildings and houses. The foreground shows green fields and trees. A path runs along the left bank of the river. A bridge is visible on the right bank.

Kotahi te kākano, He nui ngā hua o te rākau

A tree comes from one seed,
but bears many fruit

Where we focus our time and money

CEDA receives funding from Palmerston North City Council and Manawātū District Council, its shareholders, and also funding from institutions and central government partners for initiatives that bring benefit to the wider region and New Zealand.

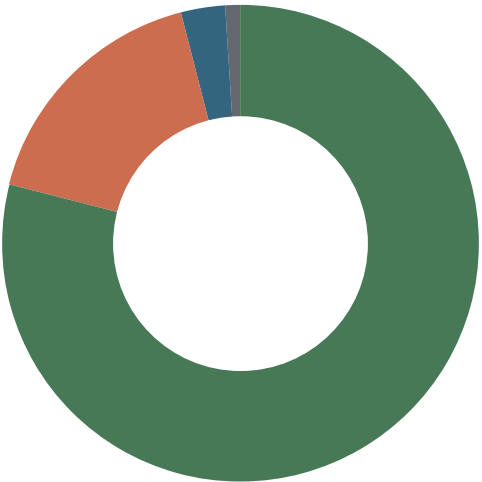
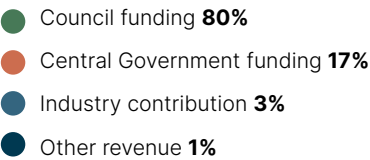
This funding gives us the ability to deliver and partner in programmes of work across the region, business and community including targeted sector specific work that will bring benefit to the wider region in the long term.

Further funding may also be received from stakeholders or industry for support of programmes and joint projects. An example of this for the 2024-25 year is the special project funding received for Te Utanganui.

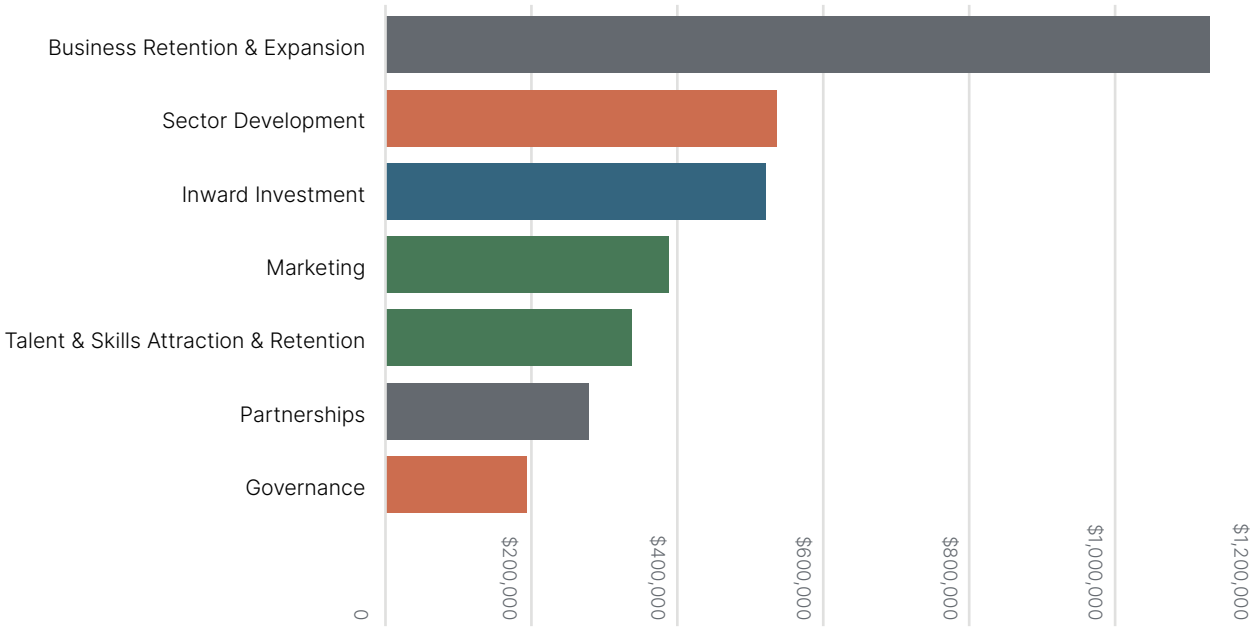
*Note:

1. Council funding includes Councils contribution to projects.
2. Industry/project contribution includes funding for Te Utanganui from Horizons regional council, Rangitāne o Manawātū, Ngāti Kauwhata, Kīwirail and Palmerston North Airport.
3. Marketing costs where directly related to an activity are included in the budgeted costs for that activity.
4. Business Retention and Expansion includes the Regional Business Partner Programme
5. Inward Investment includes project costs for the Te Utanganui programme.
6. Employee and operating expenses where not directly related to an activity have been allocated on a percentage of expenditure basis.

Our Funding*



How we're going to allocate our funding*



Ko Mātou

Who we are

CEDA is a team of people who are passionate about our region.

We are thought leaders, subject matter experts, and doers, working together with the common purpose of prosperity for our region and its people. Our success

is underpinned by our people, connections, partnerships, and networks locally, nationally, and internationally.

We are committed to operating efficiently and effectively, and as a future-focused organisation, to supporting initiatives that enhance and protect our natural and built environment.

Our values



**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

Te Tiriti o Waitangi

We recognise the principles of Te Tiriti o Waitangi and acknowledge the importance of partnering with local iwi and recognition of Tangata Whenua in the region through localised partnering.

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.

Sustainability Commitment

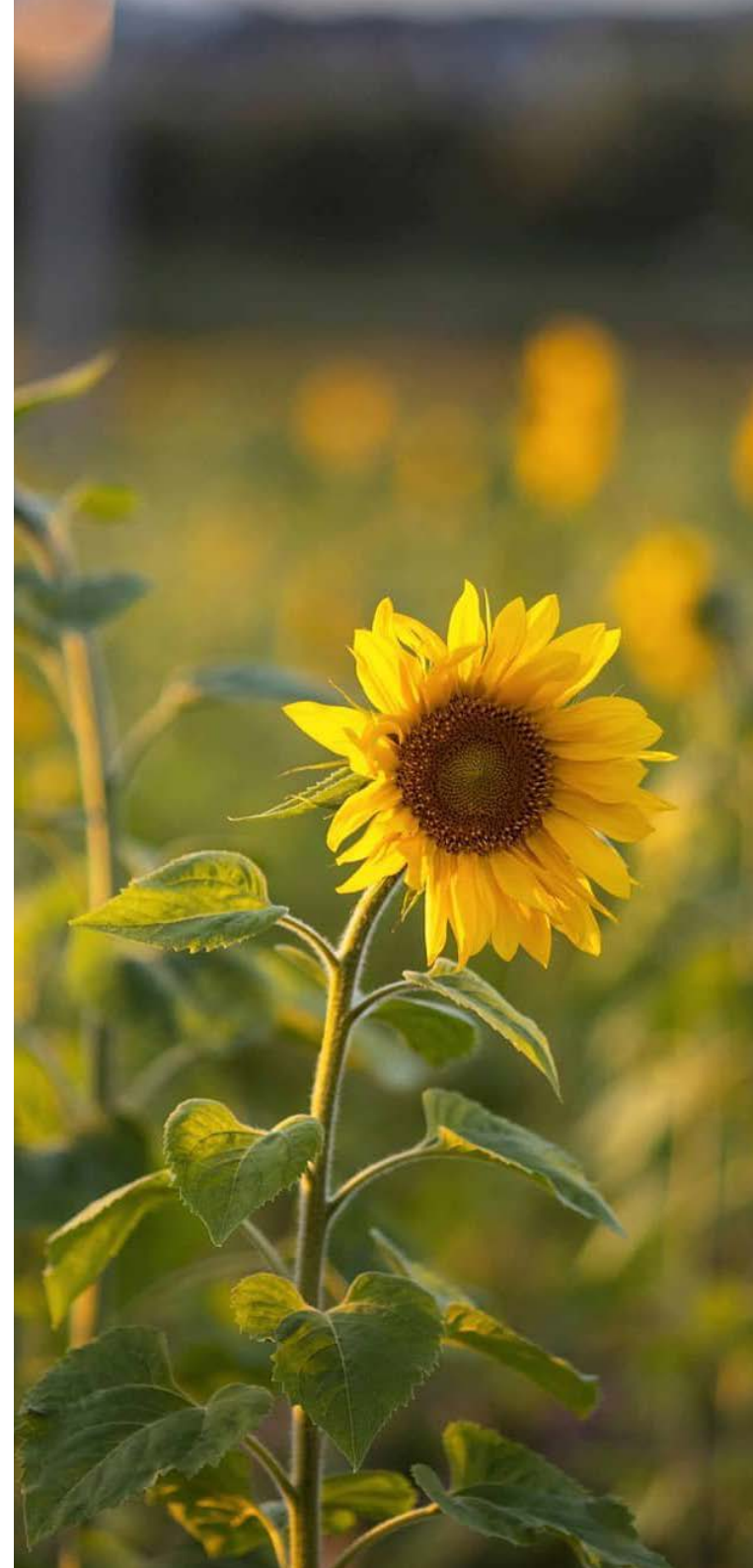
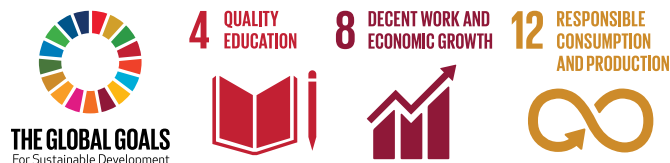
We are committed to sustainable practices in both CEDA's office environment and the environment within which we work and live. We value diversity in both our team at CEDA and our commitment to promoting diversity in age, culture, ethnicity, and gender in all that we do. CEDA's sustainability plan supports how we work, look at opportunities and engagement with business promotion sustainable business practices.


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.

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:





A Mātou Paearu Tutukinga Our Performance Measures

CEDA's performance measure framework identifies quantifiable measures of our programmes and activities aligned to our key strategic outcomes. These form the basis of our accountability and will be

reported on six-monthly. In our reporting, additional commentary will be used to inform on the delivery and effectiveness of the full range of CEDA's activity.

A MĀTOU PAEARU TUTUKINGA
OUR PERFORMANCE MEASURES

Service Level Statement	Performance Measure	2024/25	2025/26	2026/27
Support the development and growth of business and sectors of strength in the region including inward investment	Identification and development of Investment opportunities with regional partners to support attraction of investment to the region, leveraging key regional projects	Deliver 15 inward investment activities or identified opportunities	Deliver 15 inward investment activities or identified opportunities	Deliver 15 inward investment activities or identified opportunities
	Development of priority sectors through targeted business development, retention initiatives, and innovation partnerships	Deliver 9 sector development initiatives to support the regions sectors of strength	Deliver 9 sector development initiatives to support the regions sectors of strength	Deliver 9 sector development initiatives to support the regions sectors of strength
		400 engagements with businesses to support growth and talent retention	420 engagements with businesses to support growth and talent retention	440 engagements with businesses to support growth and talent retention
		Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives	Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives	Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives
Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market	Support the development of the regions attraction and retention of talent and skills through an integrated sector approach	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment
Profile Manawatū locally, nationally, and globally	Lead and develop the stories of Manawatū, strengthening our narrative and unified positioning, incorporating the cultural heritage of iwi	20 content pieces or media features profiling the region as a place to live, work, visit and invest.	20 content pieces or media features profiling the region	20 content pieces or media features profiling the region
	Deliver online initiatives to support the attraction of inward investment, people and business to the region	2 campaigns or targeted digital initiatives to support CEDA's objectives	2 campaigns or targeted digital initiatives to support CEDA's objectives	2 campaigns or targeted digital initiatives to support CEDA's objectives

A MĀTOU PAEARU TUTUKINGA
OUR PERFORMANCE MEASURES

Service Level Statement	Performance Measure	2024/25	2025/26	2026/27
	Grow engagement on regional website for increased awareness of and information on the region	190,000 'sessions' per year on ManawatuNZ.co.nz	190,000 'sessions' per year on ManawatuNZ.co.nz	190,000 'sessions' per year on ManawatuNZ.co.nz
Develop strategic partner relationships, leveraging opportunities	Grow and foster relationships with Māori, iwi and hapu in the region	Deliver 3 initiatives to support iwi engagement including support of iwi led projects	Deliver 3 initiatives to support iwi engagement including support of iwi led projects	Deliver 3 initiatives to support iwi engagement including support of iwi led projects
	Build on relationships with shareholders, central government agencies, and regional stakeholders	12 Partnership and funding agreements in place	12 Partnership and funding agreements in place Complete biennial Customer Satisfaction survey	12 Partnership and funding agreements in place
Data and insights communications on the performance of the region's economy	Economic impact information regularly communicated to stakeholders and local business	Distillation and communication of 4 economic updates, providing businesses with context and trends.	Distillation and communication of 4 economic updates, providing businesses with context and trends.	Distillation and communication of 4 economic updates, providing businesses with context and trends.

Te Aronui ki te Hunga Whaipānga

Alignment with Our Shareholders

It is imperative that CEDA's objectives are aligned with our shareholder council's plans and visions for the city and district. The Palmerston North City and Manawatū District Councils signed Long Term Plans which outline these objectives.

CEDA plays a critical part in delivering outcomes identified in the relative Long-Term Plans as outlined below:

PNCC Long Term Plan Strategic Goals	CEDA Service Level Statement alignment
An Innovative and Growing City <i>He tāone auahwa, he tāone tiputipu</i>	<ul style="list-style-type: none"> Support the development and growth of business and sectors of strength in the region including inward investment. Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market Profile Manawatū locally, nationally, and globally. Profile Manawatū locally, nationally, and globally. Develop strategic partner relationships, leveraging opportunities. Data and insights communications on the performance of the region's economy.
A Creative and Exciting City <i>He tāone whakaihiihi tapatapahi ana</i>	<ul style="list-style-type: none"> Support the development and growth of business and sectors of strength in the region including inward investment. Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market Profile Manawatū locally, nationally, and globally. Profile Manawatū locally, nationally, and globally.
A Connected and Safe Community <i>He hāpori tūhonohono, he hāpori haumarū</i>	<ul style="list-style-type: none"> Support the development and growth of business and sectors of strength in the region including inward investment. Data and insights communications on the performance of the region's economy. Profile Manawatū locally, nationally, and globally.
An Eco city <i>Te tāone tautaiāo</i>	<ul style="list-style-type: none"> Support the development and growth of business and sectors of strength in the region including inward investment. Data and insights communications on the performance of the region's economy.
MDC Long Term Plan Priorities	CEDA Service Level Statement alignment
A prosperous, resilient economy <i>He kāinga ka tōnui tōna ōhanga</i>	<ul style="list-style-type: none"> Support the development and growth of business and sectors of strength in the region including inward investment. Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market Profile Manawatū locally, nationally, and globally. Profile Manawatū locally, nationally, and globally. Develop strategic partner relationships, leveraging opportunities. Data and insights communications on the performance of the region's economy.
Infrastructure fit for future <i>He kāinga ka tūwhena tonu ōna pūnahahanga, haere ake nei te wā</i>	<ul style="list-style-type: none"> Support the development and growth of business and sectors of strength in the region including inward investment. Develop strategic partner relationships, leveraging opportunities.
A future planned together <i>He kāinga ka whakamaherea tahitia tōna anamata e te hāpori tonu</i>	<ul style="list-style-type: none"> Support the development and growth of business and sectors of strength in the region including inward investment. Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market Profile Manawatū locally, nationally, and globally. Profile Manawatū locally, nationally, and globally. Develop strategic partner relationships, leveraging opportunities. Data and insights communications on the performance of the region's economy.
An environment to be proud of <i>He kāinga ka rauhitia tōna taiao</i>	<ul style="list-style-type: none"> Support the development and growth of business and sectors of strength in the region including inward investment. Profile Manawatū locally, nationally, and globally.

Mō CEDA About CEDA



The Central Economic Development Agency (CEDA) was incorporated with the Companies Office in October 2015 and began full operations in September 2016. CEDA is a Council Controlled Organisation jointly owned by the Palmerston North City Council and the Manawātū District Council.

CEDA's Purpose

To drive and facilitate the creation and growth of economic wealth for Manawātū and beyond.

CEDA's Constitution Objectives

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

CEDA's Structure and Governance

The Board of a minimum of four and a maximum of 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 both the Manawātū District Council and Palmerston North City Council

The Chief Executive 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.



Tutukina Ahumoni

Financial Performance

Group Statement of Comprehensive Revenue & Expenses

For the 12 Months to June

	2023-25 Budget	2025-26 Forecast	2025-27 Forecast
Income			
Council Funding	2,758,056	2,882,168	3,011,866
Other Services Income	599,635	590,500	590,500
Project Income	239,000	56,500	-
Total Income	3,596,691	3,529,168	3,602,366
Cost of Sales			
Other Services Expenses	1,158,884	1,172,704	1,202,921
Project Expenses	239,000	56,500	-
Total Cost of Sales	1,397,884	1,229,204	1,202,921
Gross Surplus (Deficit)	2,198,807	2,299,964	2,399,445
Other Income			
Sundry Income	20,000	4,000	3,000
Total Other Income	20,000	4,000	3,000

Group Statement of Comprehensive Revenue & Expenses

For the 12 Months to June

	2023-25 Budget	2025-26 Forecast	2025-27 Forecast
Expenses			
Depreciation	3,600	3,120	3,000
Directors' Fees	180,000	180,000	180,000
Employee Expense	1,649,659	1,732,141	1,818,751
Financing Expenses	200	200	200
Other Operating Expenses	2,229,895	2,330,080	2,430,727
Total Expenses	2,212,248	2,282,095	2,380,584
Net Surplus (Deficit) Before Tax	(11,088)	(26,116)	(28,282)
Taxation			
Income Tax Expense	0	0	0
Total Taxation	0	0	0
Net Surplus (Deficit) after tax	(11,088)	(26,116)	(28,282)

Group Statement of Financial Position

As at 30 June

	30 June 2025 Budget	30 June 2026 Forecast	30 June 2027 Forecast
Assets			
Current Assets			
Cash and Cash Equivalents	912,235	904,303	876,652
Prepayments	1,556	1,556	1,556
Receivables and Accruals	5,593	1,116	840
Total Current Assets	919,384	906,974	879,049
Non-Current Assets			
Property, Plant and Equipment	18,508	15,388	12,388
Total Non-Current Assets	18,508	15,388	12,388
Total Assets	937,892	922,362	891,437
Liabilities			
Current Liabilities			
Payables and Deferred Revenue	120,103	130,689	133,046
Employee Entitlements	104,650	104,650	104,650
Total Current Liabilities	224,753	235,339	237,696
Total Liabilities	224,753	235,339	237,696
Net Assets	713,139	687,023	653,741
Equity			
Contributed Capital	1,000	1,000	1,000
Retained Earnings	712,139	686,023	652,741
Total Equity	713,139	687,023	653,741

See Appendix for Accounting Policies

Group Statement of Cash Flows

As at 30 June

	30 June 2025 Budget	30 June 2026 Forecast	30 June 2027 Forecast
Cash Flows from Operating Activities			
Receipts of council funding	3,171,768	3,314,491	3,463,643
Receipts from other operating activities	935,940	748,555	679,350
Interest received	20,000	4,000	3,000
GST	(275,513)	(274,679)	(294,558)
Payments to suppliers and employees	(3,899,813)	(3,800,099)	(3,878,886)
Finance costs	(152)	(200)	(200)
Total Cash Flows from Operating Activities	(47,770)	(7,932)	(27,651)
Net Cash Flows	(47,770)	(7,932)	(27,651)
Cash Balances			
Cash and cash equivalents at beginning of period	960,005	912,235	904,303
Cash and cash equivalents at end of period	912,235	904,303	876,652
Net change in cash for period	(47,770)	(7,932)	(27,651)

See Appendix for Accounting Policies

Ngā Here a te Hunga Whaipānga

Shareholder requirements

Reporting to Shareholders

The Shareholders will invite CEDA to formally report to each Shareholder twice per year, being the 6-month report and Annual Report.

The role of the formal reports to each shareholder is to:

- Review the performance of CEDA, and report to shareholders on that performance on a periodic basis
- Undertake performance monitoring of CEDA, as per section 65 of the Local Government Act
- Approve the appointment, removal, replacement, and remuneration of directors
- Review and approve any changes to policies, or the SOI, requiring their approval

The Board aims to ensure that the shareholders are informed of all major developments affecting CEDA's state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public.

CEDA will adhere to a 'no surprises' approach in its dealings with its shareholders.

Statement of Expectations

By 1 December in each year the shareholders will deliver to CEDA a Statement of Expectations. The Statement of Expectations is intended to provide direction on issues that are important to both Councils, and to assist in the development of CEDA's next SOI. A Statement of Expectations for the three years from 2024 to 2027 has been delivered to CEDA.

Statement of Intent

By 1 March in each year CEDA will deliver to the shareholders its draft SOI for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64(1) of the Local Government Act 2002.

Having considered any comments from the shareholders received by 30 April, the Board will deliver the completed SOI to the shareholders on or before 15 June each year.

Half Yearly Report

By the end of February each year, CEDA will provide to the shareholders a Half Yearly Report complying with Section 66 of the Local Government Act 2002. The Half Yearly Report will include the following information:

- Director's commentary on operations for the relevant six-month period
- Comparison of CEDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances
- Un-audited half-yearly Financial Statements incorporating a Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Equity and Statement of Cashflows

Annual Report

By 30 September each year, CEDA will provide its shareholders an Annual Report complying with Sections 67, 68 and 69 of the Local Government Act 2002 and the Companies Act.

The Annual Report will contain the information necessary to enable an informed assessment of the operations of the company, and will include the following information:

- Directors' Report
- Financial Statements incorporating a Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Equity, Statement of Cashflows, Statement of Accounting Policies and Notes to the Accounts
- Comparison of CEDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances
- Auditor's Report on the financial statements and the performance targets
- Any other information that the directors consider appropriate

Shareholder Meetings

CEDA will hold an Annual General Meeting (AGM) between 30 September and 30 November each year to present the Annual Report to all shareholders unless it is agreed between CEDA and the shareholders that the business of the AGM will be done by resolution in writing.

Shareholder Approval

Any subscription, purchase, or acquisition by CEDA of shares in a company or organisation will require shareholder approval by special resolution as will the other matters outlined in clause 3 of CEDA's Constitution.

Dividend policy

CEDA is a not for profit Council Controlled Organisation, as such the Board is not intending to pay any dividends in the foreseeable future.

Āpitihanga Appendices

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 Manawātū 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.

2. Statement of Accounting Policies

Basis of Preparation

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

Statement of Compliance

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

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

Presentation Currency

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

Historical Cost

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

Changes in Accounting Policies

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

Revenue Recognition

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

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

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

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

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

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

The fair value of donated assets is determined as follows:

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

Inventories

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

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

Property, Plant and Equipment

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

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

Depreciation

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

Income Tax

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

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

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

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

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

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

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

Cash and cash equivalents

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

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

Receivables

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

Impairment of financial assets

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

Loans and receivables

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

Loans and receivables

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

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

Payables

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

Equity

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

Good and Services Tax

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

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

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

Commitments and contingencies are disclosed exclusive of GST.

Employee Entitlements

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

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

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

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

Provisions

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

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

Leases - Where CEDA is the Lessee

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

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.

Tauākī Kawatau

Statement of Expectations



22 December 2023

Bobbie O'Fee
Chair
Central Economic Development Agency Ltd
Level 1/1-19 Fitzherbert Avenue
PALMERSTON NORTH 4410

Dear Bobbie,

CEDA Statement of Expectations 2024/25 to 2026/27 (2024/34 Long Term Plan)

This Statement of Expectations (SOE) covers the period 1 July 2024 to 30 June 2027, which is years 1-3 of the Shareholders' 2024/34 Long Term Plan. Amendments to the Statement of Expectations may be sought during this period.

The purpose of this SOE is to provide CEDA with the Shareholders' focus and priorities for delivery, against its purpose of driving and facilitating the creation and growth of economic wealth in the Manawātū region and beyond.

When working beyond the Manawātū, there must be a causal link of the outcomes or benefits back to the Manawātū region based on the core functions and measures of success outlined below.

It is also expected that CEDA will use this SOE to guide the development of an annual Statement of Intent (SOI) for 2024/25, 2025/26 and 2026/27.

Strategic Relationships

Taking a leadership position and building strategic relationships in the Manawātū region and beyond, is fundamental for CEDA to achieve its purpose. CEDA must be relationship-driven at all levels and we appreciate your commitment to this. From our perspective (both as shareholders and partners), this means CEDA developing a deep understanding of the roles of its strategic partner organisations, what their priorities and strengths are, and how CEDA can add value to the relationship (and vice versa) to achieve better economic outcomes for the region.

CEDA formalising these strategic relationships, is important to us as shareholders, to ensure we have cohesion in the region around economic development activities. We would like this to be driven further by CEDA through mutually agreed partnership agreements or similar, to ensure everyone is on the same page and provide the basis for a consistent and collective approach with measurable outcomes.

Ongoing review of the existing strategic partnership agreements already in place is expected.

The shareholders have identified the following key partners for CEDA: Palmerston North City Council, Manawātū District Council, Horizons Regional Council, Iwi, Manawātū Chamber of Commerce, NZ Defence Force, Federated Farmers, Accelerate 25, KiwiRail, FoodHQ, Massey University, The Factory, Palmy BID, Feilding & District Promotions, and key Government agencies.

The Shareholders and CEDA will continue to work together to update the existing list of strategic partners.

Key Agreed Functions and Outcomes

We understand that to be effective, CEDA must be able to focus on key outcomes within a well-defined mandate. We also recognize this is a challenge given there can be differing stakeholder expectations.

This means CEDA focusing on the delivery of its core functions and outcomes in:

- Stimulate inward investment (both national and international), retention and expansion of business in the Manawātū region.
- Developing a talent pipeline.
- Support domestic visitation and tourism.

Top priorities are:

- Te Utanganui, Central New Zealand Distribution Hub.
- Strategic oversight and coordination of the Manawātū Food Strategy.
- Promotion and development of key tourism and visitor destinations.
- Inward investment in the Feilding town centre and Palmerston North city centre.

Action plans to deliver on these core functions should identify KPIs based on clear intervention logic. The SOI should include specific KPIs for the new top priority regarding inward investment in the Feilding town centre and Palmerston North city centre.

It is expected that CEDA will work very closely with key stakeholders of the regions strengths of food production and research, distribution and logistics, defence, health, visitor, education (domestic and international), digital and technology, and a growing Māori economy.

CEDA is expected to scan for new opportunities, whether or not it is a key strength, where this can benefit the region.

CEDA's success will be measured by the shareholders using the following indicators of the health of the regional economy:

- Job growth.
- Increase in median household income.
- Number of investment leads and deals secured.
- Strength of the relationship with strategic partners.

The Shareholders acknowledge that the first two measures are not directly under CEDA's control. Significant changes in international and national economic factors will be taken into account when the Shareholders measure CEDA's performance.

Understanding the strategic drivers of the Shareholders and aligning CEDA's core functions to those drivers is critical to the partnership between the Councils and CEDA.

The Shareholders have a key role in setting the economic environment for business to flourish and CEDA acts on the Councils behalf in facilitating opportunities for improved economic outcomes. CEDA is the Councils' agency for the delivery of economic development across the region.

Therefore, it is expected that CEDA will engage with the Councils in the development and implementation of their strategies and plans. These strategies and plans are expected to demonstrate active engagement with other strategic partners in their development.

The Councils are obliged to ensure that our services are delivered effectively and efficiently. As a Council-Controlled Organisation (CCO), this expectation extends to CEDA. The Shareholders require CEDA to provide an activity-based budget so the Councils can effectively communicate levels of service and value for money to their ratepayers. In addition, there are many opportunities where shared resourcing, expertise and services should be explored and we would like to discuss these opportunities from both a short-term and long-term perspective.

To ensure the Shareholders and CEDA are on the same page, the focus, scope of activity, and priorities will be set through the Statement of Intent (SOI), and delivery managed through any relationship agreement that is put in place.

The Shareholders expect that where CEDA is marketing the Manawātū region and this requires differentiating between the Manawatu, Feilding and Palmerston North, that this will continue to be delivered by CEDA in close collaboration with both Shareholders.

The Shareholders would like to continue the bi-monthly team meeting between the Mayors, Council CE's and relationship managers with the CEDA Chair and CE.

The Shareholders will invite CEDA to formally report to each Shareholder twice per year, being the 6-month report and Annual Report.

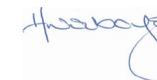
CEDA will host two informal meetings with the Shareholders together to share progress on key priorities and connect outside of the formal reporting processes.

We look forward to working with CEDA to develop an economic development model that successfully delivers. We thank the Board, CEDA CE, and CEDA staff for their continued commitment to economic growth in the Manawātū region.

Yours sincerely



Grant Smith
Mayor
PALMERSTON NORTH CITY COUNCIL



Helen Worboys
Mayor
MANAWATŪ DISTRICT COUNCIL

Ō Mātou Hoa Mahi Tahī

Our Partner Organisations

Local

Central Skills Hub
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
Palmerston North City Council
Palmerston North Airport
Palmy BID
Poutama Trust
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

Accelerate25

Business Central and Export NZ

Horizons Regional Council

Horowhenua District Council

MidCentral Health | Te Pae Hauora o Ruahine o Tararua

Rangitīkei District Council

Ruapehu District Council

Tararua District Council

Te Manu Atatū

The Horowhenua Company

Te Utanganui partners, Kiwirail, Centreport and Napier Ports

Venture Taranaki

Whanganui and Partners

Whanganui Chamber of Commerce

National

AgResearch

Agritech NZ

Air New Zealand

Business Mentors New Zealand

Callaghan Innovation

Department of Internal Affairs | Te Tari Taiwhenua

Economic Development New Zealand

Immigration New Zealand

Health New Zealand | Te Whatu Ora

Ministry of Business, Innovation and Employment | Hīkina Whakatutuki

Ministry of Culture and Heritage | Manatū Taonga

Ministry of Education | Te Tāhuhu o te Māturanga

New Zealand Careers Expo

New Zealand Motor Caravan Association

New Zealand Trade and Enterprise | Te Taurapa Tuhono

New Zealand Transport Agency | Waka Kotahi

Regional Tourism Organisations New Zealand

Stuff

Tourism Industry Aotearoa

Tourism New Zealand

Workforce Development Councils

