



# **Securing Our Economic Future**

## **Statement of Intent 2021/22**





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## About Whanganui & Partners



Whanganui & Partners is the economic development agency and Regional Tourism Organisation of Whanganui, and also manages Whanganui i-SITE Visitor Information Centre.

Our mission is to facilitate growth and opportunity for our district's people and businesses, and to foster interest in Whanganui as a destination of choice.



# Foreword

PAHIA TURIA Board Chair

In a year of extraordinary change on a global scale, it was refreshing to be reminded of the strength and resilience of our businesses and broader community over the past year. Our population growth remains strong and house prices averaged \$416K at the end of 2020, up 24.9 per cent from December 2019, all while we remain one of the country's most affordable regions.

Visitor numbers hit new peaks in 2020 as we honed our tourism campaigns and made confident investments in large-scale marketing. Whanganui has thrived during a trying period.

We have had a record year for consumer spend with figures since lockdown 5-10 per cent up on the previous year. The significance of this outcome can't be overstated, and we note its contrast to the national average which saw figures in the negative much of the time. People continue to get their wallets out in Whanganui, indicating strong confidence and support in the district.

There has been much talk of the need to pivot and adapt and this is a process Whanganui & Partners has enthusiastically embraced. Whanganui, the brand, has undergone a discernible and deliberate maturation. We are a destination of choice holding our own alongside tourism powerhouses, we unconditionally present Whanganui as a quality destination to live, work and build business in.

We appreciate Whanganui & Partners' financial support from Council has helped the organisation generate momentum in the broader business community. Notably, Whanganui & Partners unlocked central government funding to the sum of \$700k in 2020.

Through its continued support of the organisation, Council enables Whanganui & Partners to be focused on bringing further financial resources into the district.

Covid remains an unpredictable force and its management is necessarily multi-faceted. While we hope to have already experienced the worst of Covid's effects nationally, the coronavirus continues to create uncertainty globally. Covid economic management is an ongoing concern and Whanganui & Partners continues to work towards buffering Covid's effects on local businesses.

This requires the team to be adaptable and proactive. Whanganui & Partners' role in the Regional Business Partners Network means we have the resources and connections to support the business sector to meet and overcome challenges. The organisation delivers this service through key partnerships with CEDA, Business Mentors New Zealand, New Zealand Trade and Enterprise and Callaghan Innovation.

Whanganui is an attractive base for businesses looking to relocate, new arrivals seeking affordability and security, and visitors turning their attention to the national tourism market. It is important to build on the gains we have made and take advantage of opportunities the changing climate presents.

This Statement of Intent outlines the initiatives Whanganui & Partners is working on now and in the near future, but it is important that the organisation's work is seen through a long-term lens. Our approach is inter-generational and while we are well conditioned to react to the here and now, we must continue to collaborate and form partnerships to support our vision for future prosperity.



# Introduction

HANNAH MIDDLETON Chief Executive

In contrast with the immeasurable changes we have felt as a global community recently, we have undergone a period of positive transformation in our district and for our economic development agency.

While we remain mindful of the serious struggles faced by many, we outline our optimism as we set objectives for the 2021/22 period. The Whanganui & Partners team continues to weather the storm that is Covid and has taken the opportunity to strengthen our partnerships and identify how best to serve our economy and community.

We drive opportunity and prosperity to our district through business, lifestyle and education. We promote Whanganui as an ideal destination to live, visit, work, study and invest in. We support new and existing businesses, attract events to Whanganui and provide economic data, insights and analysis on our district's performance.

We work collaboratively with our partners to achieve positive results for our businesses, residents and visitors, and to lift Whanganui's profile nationally while reinforcing the ongoing need to shape our economy for the prosperity of generations to come.

Our relationship with our iwi partners; Tūpoho, Tamaūpoko, Hinengākau, Ngaa Rauru Kiitahi, and Ngā Wairiki Ngāti Apa and Ngā Tāngata Tiaki informs our work and we rely on building a partnership with them to ensure that iwi economic aspirations are an integral part of our overall intent while also keeping environmental and cultural impacts at the forefront of our thinking. We continue to work towards strengthening our relationships with iwi, mindful that we still have much further to go.

We value partnerships with Whanganui District Council (WDC), Chamber of Commerce, the Central Economic Development Agency, UCOL, the Ministry of Business, Innovation and Employment, Te Manu Atātū, 100% Sweet, NZ Trade & Enterprise, Whanganui Māori Regional Tourism Organisation, Massey University, Tourism NZ, Education NZ, Ministry of Social Development, Callaghan Innovation and Mainstreet Whanganui. We work together whenever appropriate to realise our shared vision of an efficient economy performing optimally.



We apply careful consideration to the best use of the funding Council contributes to Whanganui & Partners, mindful of cost-effectiveness and efficiencies in the projects and initiatives we undertake.

While collaboration allows us to work towards shared goals and support the important objectives of our partners, we have distinguished our agency as a leader in implementing economic developmental strategies. We have the answers when businesses need direction and our work is both pragmatic and aspirational.

We recognise the importance of providing clear direction and demonstrating a forward-thinking approach in our activities, as we record incremental improvements to our economy and profile. We appreciate Council's support, direction and the opportunity to contribute. Whanganui & Partners directly contributes to the prosperity of our district and we see positive outcomes demonstrated across our industries and communities. Our contribution to our district's wealth and reputation is at the forefront of all we do.



# Strategic Direction

This Statement of Intent is presented by Whanganui & Partners 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 Whanganui & Partners for the next three years and the objectives to which those activities will contribute. This Statement of Intent is in response to Whanganui District Council's Letter of Expectation and includes performance measures and targets for the next 12 months.

The Statement of Intent takes direction from Whanganui District Council's Leading Edge Strategy, Economic Development Strategy, Digital, Housing and Arts & Culture Strategies, and Town Centre Regeneration Strategy. Whanganui & Partners is a Council Controlled Organisation that provides economic development functions for the district, with support provided by the Council.

The Statement of Intent sets out our plans to support Council's objective of creating a community that is united, connected, creative, environmentally rich and economically prosperous. Our plans incorporate these objectives:

- Establishing partnerships and prioritising engagement so that our work is transparent, identifiable and broad reaching
- Providing funding and programmes to bolster business opportunities, connectivity, Town Centre Regeneration, arts opportunities, and the promotion of the district's cultural wealth
- Providing support and guidance to new and existing businesses and ensuring Whanganui nurtures a straight-forward, business friendly outlook

We recognise the importance of taking care of our environment. We do this on a small scale in our habits and practices as a team, and on a larger scale in the work and development we facilitate as an agency. We ensure the environment is respected and at the forefront of considerations.

## Support of the Council's Climate Change Strategy

We will support the development of the Whanganui Climate Change Strategy and recognise the Te Awa Tupua legislation. This will improve our understanding of considerations we should take in future sustainable economic development programmes and initiatives.

The Statement of Intent also takes direction from Te Pae Tawhiti, the inter-generational strategy for Māori economic development in the Whanganui-Manawatū region. Te Pae Tawhiti honours the vision of iwi, hapū and whānau for a future where our economy grows alongside sustainability and wellbeing for whānau, lands, waterways, marae, language and future generations.



**Our vision is to grow Whanganui – vibrant, prosperous and rich with opportunities. To achieve this vision we focus on retaining, growing and attracting people and businesses to Whanganui.**

# Partnerships & Collaboration

Whanganui & Partners has its name for a reason. Our relationships form an intrinsic part of our own culture and how we work as an organisation.

We acknowledge and understand that some organisations are better placed or equipped to lead projects and they look to us for facilitation, guidance or specific expertise. In other areas, we are expected to lead but with consultation with a wider range of partners and stakeholders.

Whanganui & Partners continues to commit time, energy and resources to working with our partners to realise the full value of all investments into Whanganui.

Our partnerships are genuinely leading to better outcomes for our businesses and people. Recent successes which we aim to build upon include:

- Business Support
  - › Regional Business Partners Network – through a relationship with the Central Economic Development Agency we have been able to get a greater level of business funding and support into the Whanganui region
  - › It's in our DNA to work closely with businesses as they look to grow
- Provincial Growth Fund projects – we continue to work with partners on economic development initiatives such as the Sarjeant Gallery redevelopment and Te Pūwaha, Whanganui's port redevelopment project
- Through receiving \$700k from Ministry of Business, Innovation and Employment for the Strategic Tourism Asset Protection Programme, we have worked with Iwi groups and Whanganui Māori Regional Tourism Organisation to ensure projects with particular emphasis on tangata whenua, business and outcomes are driven by Māori
- Youth into employment – our continued support and funding for 100% SWEET ensures we put on-the-ground support for enabling our youth to have programmes leading to strong outcomes for education

Strengthening our partnerships with iwi is an ongoing priority and Whanganui & Partners values the contribution and insights iwi add to our activities. We recognise building relationships with iwi helps us to understand how important iwi are to the overall economic climate in our region.

We aim to share resources and further develop our partnerships with Whanganui Chamber of Commerce, UCOL, Te Manu Atatū and Mainstreet Whanganui and recognise our interdependence upon one another.





# Nature and Scope of Activities

Whanganui & Partners is a multi-faceted organisation, pooling its resources for the benefit of outcomes detailed through this Statement of Intent.

We are forward-looking, yet responsive. We marry short-term needs with work for the long-term prosperity of our future generations.

Whanganui & Partners has established a structure of employing experts in specific fields to ensure a cohesive plan is delivered for the betterment of our economy. We operate with fluidity, where individuals within our team work together to deliver upon our projects, taking the very best of each person's knowledge and experience.

The 'always-on' activities Whanganui & Partners continues to deliver for our economy include:

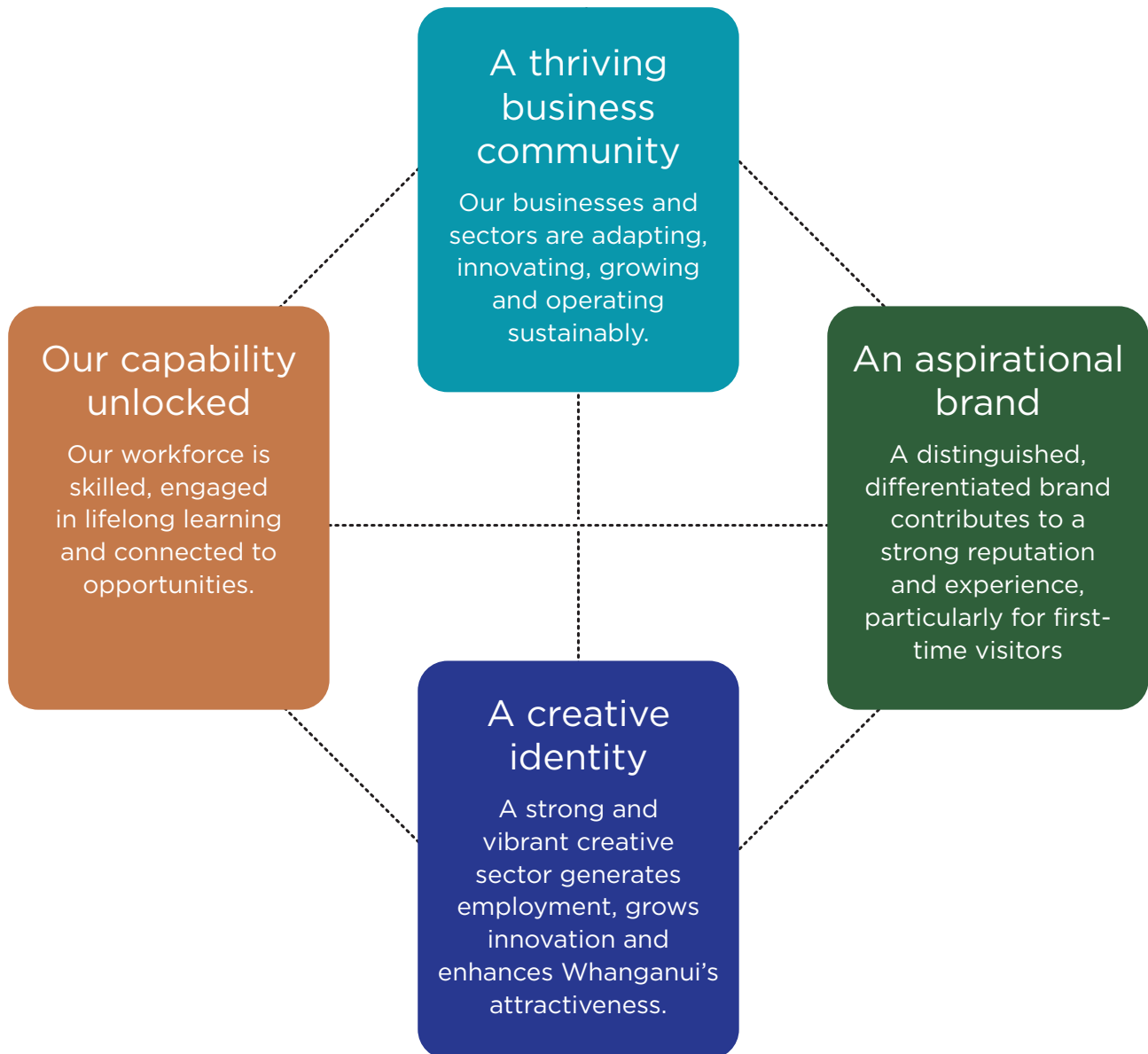
- Commitment to attracting, retaining and growing local business
- Promoting the region to attract new residents, visitors, businesses, investment and students
- Leveraging existing investment to unlock central government funding
- Attracting capital investment opportunities
- Co-operating with neighbouring regions for a cohesive approach to economic development for our broader area
- Identification and facilitation of growth in training and development opportunities for our workforce
- Manage the region's events fund
- Operate the Whanganui i-SITE Visitor Information Centre



# Strategic Goals

## What we will achieve

In response to the Council's Letter of Expectation, Whanganui & Partners has identified four broad Outcomes. Our activities and initiatives are designed to achieve the following outcomes for Whanganui:





## How we will demonstrate our progress

Progress on Whanganui & Partners' performance measures are appraised internally at weekly team meetings and reported on a bi-monthly basis to the Whanganui & Partners Board.

Whanganui & Partners meets its requirement to update Council with progress on this Statement of Intent, reporting on the agency's achievements, discussion of developing issues and other matters requiring input or being of public interest.

The Board Chair or a nominated Board representative will present to Council in the following reporting format:

- Quarterly activity reports: March, June, September and December Council meetings
- Updates in February, May, August and November every year. These updates will include a tabled Summary Financial Report
- Produce Annual Report by October, produce Statement of Service Performance (as part of Annual Report) by October
- Ad hoc reporting on specific items as needed
- Hold Public Forum twice annually

## How we will demonstrate our success

For each Key Project, we have clear, specific and quantitative or qualitative performance measures. Our outcomes and priorities are reflective of our long-term vision; however, our Key Performance Measures have been structured to reflect the completion of projects, or considerable progress made on them over a 12-month timeline.

Performance is measured in the context of success made over a 12-month timeframe, while recognising we are always working towards long-term success and the cumulative nature of Whanganui & Partners' achievements.

The priorities detailed in the following sections outline specific activities and targets Whanganui & Partners will undertake to assess the effectiveness of its activities and measure its performance.

# Performance Measurements

## Priority One: Business

**OUTCOME: A thriving business community – Our businesses and sectors are adapting, innovating, growing and operating sustainably.**

Outcome	What we will do to achieve it – key activities	How we will demonstrate success in achieving it – the performance measure(s) / target(s)
<b>Local enterprises are supported to adapt, recover and grow as the impact of COVID-19 continues</b>  Linkages to Council Strategy: EDS (1.1) (1.2) (3.4)	Projects and initiatives to support the economic recovery of Whanganui businesses	2 significant projects established or supported
	Engage regularly with key sector to optimise retention and growth of existing businesses	1 key sector group established that has added insight to W&P work by having attracted new business
	Utilise Business Friendly Process to attract, engage and retain new and growing businesses	10 businesses supported through Business Friendly Group
<b>Better use of smart approaches to drive innovation, collaboration and productivity</b>  Linkages to Council Strategy: EDS (2.7) (3.1)	Support businesses to innovate through a collaboration space	1 significant project leading to new business innovation established
<b>Small businesses have the support to start and grow sustainably</b>  Linkages to Council Strategy: EDS (1.1) (1.2) (2.7) (2.8) (2.9)	Support growth and development of the business community	2 workshops or seminars completed
	Deliver the Regional Business Partners Network within Whanganui, Ruapehu and Marton	Programme delivered in line with contract KPIs
	Develop business skills and capability in start-up founders	Start-up pathway established 8 business start-up workshops completed 8 start-ups directly supported and completed
	Foster a culture of entrepreneurship and capital investment within Whanganui	1 business accelerator/incubator programme completed
<b>Businesses capitalise on opportunities and knowledge available through Whanganui &amp; Partners</b>  Linkages to Council Strategy: EDS (3.2) (1.3)	Develop a targeted Whanganui business attraction plan	Targeted Whanganui business-attraction plan implemented <ul style="list-style-type: none"> <li>• 1 new hotel business set up in Whanganui</li> <li>• 1 new manufacturing business confirmed to set up in Whanganui</li> <li>• 1 new IT sector business confirmed to set up in Whanganui</li> </ul> Development potential from port project maximised
	Improve our understanding of business community	1 biannual survey of all businesses completed



# Performance Measurements

## Priority One: Business (continued)

**OUTCOME: A thriving business community – Our businesses and sectors are adapting, innovating, growing and operating sustainably.**

Outcome	What we will do to achieve it – key activities	How we will demonstrate success in achieving it – the performance measure(s) / target(s)
<b>New opportunities in agribusiness sector to increase productivity</b>  Linkages to Council Strategy: EDS (1.1) (1.2) (2.1) (2.2) (2.3) (2.4) (2.7) (2.9) (2.12) (2.13) (3.1) (3.2) (3.3)(3.4)	Support sector to optimise retention and build leadership capability	Leadership group established 10 agri-talks held 1 leader in training via Kellogg's/Nuffield
	Support improvement of rural digital connectivity in district	Facilitate collaboration with other parties (including Whanganui District Health Board, Whanganui District Council, Te Puni Kōkiri, Rural Connectivity Group). Report on progress to Whanganui Rural Community Board 2 times a year
	Increase technology knowledge on-farm by holding agri-tech event	1 agri-tech event to demonstrate farm-use efficiency, including digital back-end development insights, to attract students to primary industries delivered
<b>New opportunities in agribusiness sector to increase productivity (continued)</b>  Linkages to Council Strategy: EDS (1.1) (1.2) (2.1) (2.2) (2.3) (2.4) (2.7) (2.9) (2.12) (2.13) (3.1) (3.2) (3.3)(3.4)	Work collaboratively to draw young people into the primary sector through creating tech solutions	1 food and fibre sector innovation challenge, in partnership with Growing NZ, completed
	Work collaboratively with industry to create new value-add opportunities	1 new agri-food manufacturing business established
	Support the delivery of engagement growth in Maori agribusiness	1 Māori agribusiness conference delivered every two years  Enhanced engagement through partnership with Te Manu Atātū
	Work with primary sector employers to identify pathways for future workforce needs	1 programme established to connect education with jobs, in collaboration with Capability Lead







# Performance Measurements

## Priority Two: Education and capability

**OUTCOME: Our capability unlocked – Our workforce is skilled, engaged in lifelong learning and connected to opportunities.**

Outcome	What we will do to achieve it – key activities	How we will demonstrate success in achieving it – the performance measure(s) / target(s)
<b>Education and training in Whanganui is a recognised pathway to employment</b>  Linkages to Council Strategy: EDS (1.6) (1.7) (1.8) (3.1) (3.15) (3.16), TCR (8), DS (3)	Support the connection between people (including young people) & Whanganui businesses to create opportunities for fulfilling employment within our focus sectors	Lead the Local Skills & Talent Working Group and partner with the Regional Skills Leadership Group for 2 projects targeted at linking people (including young people) into vocational career pathways in Whanganui
	Partner with 100% SWEET and Whanganui District Employment Training Trust (WDETT) to deliver a programme of work targeted at reducing Whanganui's youth unemployment rate	The Work Ready Programme is delivered to Whanganui and Rangitīkei Secondary Schools and tertiary providers by 100% SWEET
	Deliver the Whanganui International Education plan in partnership with the Central Regions and Education NZ	2 projects or programmes of work designed to support (stabilise, transform or grow) international education in Whanganui completed
	Deliver on the Business Innovation, Training and Talent Strategy for Whanganui which creates new employment, new business innovation and/or talent development	1 project from the Whanganui Business Innovation, Training and Talent plan delivered  Smart 21 membership maintained
<b>Strength and diversity of education/training provisions attracts local, regional, national and international students to study in Whanganui</b>  Linkages to Council Strategy: DS(2), EDS(1.9) (1.6) (2.1) (2.22) (2.23) (1.8) (1.6) (1.2 ) (3.17) DS(2) (3)	Work collaboratively with education providers to grow their offerings and diversify the way these offerings are delivered	In partnership with WDETT, outcomes through the “port employment precinct” that target building people capability (skills & training) and link people to employment delivered  1 targeted project relating to the sustainability of student numbers and reputation of the New Zealand International Commercial Pilot Academy (NZICPA) delivered
	Increase higher-level education, research and innovation opportunities oriented around our “ports”, both aero and sea, and our manufacturing and agribusiness sectors	1 ongoing project that focuses on bringing new higher-level, modern education opportunities supported  Central government and other investment to develop pilots, programmes and opportunities with research, education, training and innovation leveraged  The reform of vocational education & other government developments in tertiary education led and contributed to
<b>Capability: employment &amp; redeployment strategies that work to rebuild a resilient Whanganui workforce</b>  Linkages to Council Strategy: EDS, DS(2), TCR(8)	Work collaboratively with Regional Skills Leadership Groups, sectors, education providers and government agencies to develop programmes that assist with employment & redeployment of the Whanganui workforce post Covid-19	In collaboration with partners, at least 1 programme of work that targets pathways for new employment & talent development - specifically for Whanganui people - created

# Performance Measurements

## Priority Three: Marketing

**OUTCOME: An aspirational brand – A distinguished, differentiated brand contributes to a strong reputation and experience, particularly for first-time visitors.**

Outcome	What we will do to achieve it - key activities	How we will demonstrate success in achieving it - the performance measure(s) / target(s)
Whanganui & Partners is perceived as a leader in economic development locally and regionally	Promote Whanganui & Partners' economic development activities and expert commentary via local and regional media	Whanganui & Partners mentioned prominently in local and regional media 100 times; 90% of mentions are favourable
	Further develop channels to directly engage with the community	100 people attend each Public Forum; newsletter subscriber base increases by 5% while maintaining an open rate over 33%; W&P Facebook and LinkedIn following increased by 7.5%
	Delivery of corporate documents (Annual Report and Statement of Intent)	Documents are created to required timeframes and distributed to stakeholders
Our competitive advantages attract new businesses, residents, visitors and students  Linkages to Council Strategy: EDS (2.16), DS (1.8)	Run effective advertising campaigns through a strong proposition and delivered through a multi-channel approach	Two visitor campaigns Minimum of 1 project targeted at new residents and businesses;  Unique users visiting website increases by 5%; Unique users from out of Whanganui increased by 5%
	Deliver effective communication on ongoing basis to promote Whanganui	Social media following across all 'Discover' channels increased by 1%;  Unique website users from social media increases by 10%;  Deliver 5x national stories (newspaper, online, magazine and/or television), driven by Whanganui & Partners
	Promote the health and performance of our economy.  Work with data partners to ensure accurate picture of economy is presented	Economic dashboard is developed, maintained and distributed
	Inclusive of initiatives created by other Strategic Leads, develop clear propositions to demonstrate our competitive advantages to new business, residents, visitors and students	Propositions are developed, agreed and included within campaigns  City of design initiatives incorporated into marketing work
	Promotional signage including entrances into Whanganui city and district are reviewed and updated where necessary to reflect current messages	Whanganui's brand position reflected in signage
	i-SITE acts as a key point to first-time visitors to Whanganui.	i-SITE customer satisfaction of 4.5/5;  Annual visitors of 23,077, split by the following per quarter:  Q1 (Jul-Sep) : 4,177 Q2 (Oct-Dec) :5,542 Q3 (Jan-Mar) : 8,533 Q4 (Apr-Jun) : 4,825



# Performance Measurements

## Priority Three: Marketing (continued)

**OUTCOME: An aspirational brand – A distinguished, differentiated brand contributes to a strong reputation and experience, particularly for first-time visitors.**

Outcome	What we will do to achieve it - key activities	How we will demonstrate success in achieving it - the performance measure(s) / target(s)
<p><b>Whanganui hosts nationally significant events that create long-term economic benefits and enhance our brand recognition</b></p> <p>Linkages to Council Strategy: EDS (2.17) (2.18)</p>	Roll out of an events strategy designed to inform a future direction for the scale and type of events Whanganui needs to grow its brand. This includes analysing current event performance and infrastructure	Roll out of events Strategy & Action Plan is developed on time and to budget
	Increase the impact of iconic events, particularly in regards to attracting visitors from outside of our district	All events funded by Whanganui & Partners have completed a Communications and Marketing Plan and met reporting requirements to evaluate success of event in a timely fashion
	Ensure Whanganui is part of central government funding for events, accessing funding for local events	Whanganui is represented through any central government event initiatives through relationship with MBIE and other regional EDAs
	Capability of our events is upgraded, including development of an event network	2 workshops dedicated to event professionals delivered
<p><b>Invest in the development of a range of Māori cultural experiences</b></p>	Assess current Māori cultural experiences within Whanganui	A product audit/experience assessment is completed
	Develop a feasibility and business case for an eco-cultural hub with key partners to provide greater opportunity for visitors to engage with Te Awa Tupua and lead to eco-cultural hub progressing	Feasibility and business case is completed
	Deliver a Whanganui River Road Tourism Route	Interpretive signage is developed along the Whanganui River Road providing visitors with a rich understanding of the human and natural history of the area

# Performance Measurements



## Priority Three: Marketing (continued)

**OUTCOME: An aspirational brand – A distinguished, differentiated brand contributes to a strong reputation and experience, particularly for first-time visitors.**

Outcome	What we will do to achieve it - key activities	How we will demonstrate success in achieving it - the performance measure(s) / target(s)
Lift the quality of the tourism experience and incorporate sustainable tourism principles	Assist current operators and new experiences to undertake the Qualmark accreditation process	Key operators have become Qualmark accredited and 5 accommodation providers have signed up to Qualmark accredited experiences and accommodation within the region
	Educate and inform sector about the Tourism Industry Aotearoa Sustainable Tourism Commitment	5 operators have adopted and identified the frameworks around New Zealand's Sustainable Tourism Commitment and have work toward achieving the aspirations within it
	Co-ordination of trail links and information gathered (including Whanganui, Taumarunui, Forgotten World Highway, Stratford, New Plymouth, Hawera)	Drive journey developed Whanganui, Taumarunui, Forgotten World Highway, Stratford, New Plymouth, Hawera
	Develop the Coastal Arts Trail alongside regional partners to strengthen our recognition of the arts	Coastal Arts Trail website is completed Coastal Arts Trail brochure is developed Coastal Arts Trail is in operation
	Collateral is developed to enhance understanding of visitor experiences in Whanganui District	Visitor Guide Whanganui River Road Guide Walking and Cycling Guide Heritage Guide Visitor Map

# Performance Measurements

## Priority Four: Creative Industries

**OUTCOME: A creative identity – A strong and vibrant creative sector generates employment, grows innovation and enhances Whanganui’s attractiveness**

Outcome	What we will do to achieve it - key activities	How we will demonstrate success in achieving it - the performance measure(s) / target(s)
<b>Creative infrastructure and business are strong and resilient</b> Linkages to Council Strategy: ACSP(4), EDS (2.14), WDDS (2)	Establish Whanganui Regional Film Office	1 significant external production attracted to Whanganui  Film Whanganui Directory regularly updated with new locations, crew and assets  1 industry development workshop for local sector delivered  Participated in regional film office network (RFONZ)
	Encourage and facilitate new creative enterprise	1 new creative enterprise confirmed to set up in Whanganui  Galleries and museums connected to external professional and commercial opportunities, including central government funding
	Gallery sector supported in preparation for Sarjeant Gallery opening in 2023	1 targeted seed fund supported
	Assist creative business to expand	5 existing businesses funded for growth through contestable Amplify funding
<b>Whanganui is seen as an attractive creative destination by visitors, residents and new arrivals</b> Linkages to Council Strategy: ACSP (2), EDS (3.13), TCR(6)	Develop City of Design project	Event launched  Contestable funding for related events
	Celebrate creative icons of Whanganui	3 Creative Champions awarded at appropriate sector events
	Increase Whanganui’s national and international reputation as a niche opera hub	Opera Week 2022 supported with funding
	Support Whanganui’s burgeoning literature sector	Literary Festival 2021 supported with funding
	Grow sector knowledge to ensure a connected and resilient sector	6 networking and professional development sessions delivered, each attended by 40 people  Targeted professional development programme for 10 participants completed  Central government investment into Whanganui arts leveraged
<b>A connected sector that supports the professional development of creative individuals</b> Linkages to Council Strategy: ACSP(4)	Improve our understanding of creative sector	Inaugural sector survey to provide baseline completed, followed by one every 3 years  Glass strategy developed and delivered in partnership with NZ Glassworks  Sector Focus Group continued
	Be responsive to mana whenua aspirations and expectations to participate in the physical, cultural and creative landscapes of Whanganui	Comprehensive Māori arts database built  Monthly Arts Hui with hapū arts representatives delivered, resulting in active partnerships and collaboration with iwi



# Performance Measurements



## Priority Four: Creative Industries (continued)

**OUTCOME: A creative identity – A strong and vibrant creative sector generates employment, grows innovation and enhances Whanganui’s attractiveness**

Outcome	What we will do to achieve it - key activities	How we will demonstrate success in achieving it – the performance measure(s) / target(s)
<b>Mana whenua creative community is acknowledged and celebrated as globally unique</b>  Council Strategy: ACSP(1), TCR (6.4) (6.5)	Allow Māori to determine best developments for the sector	Delivery of 1 Māori-led initiative to enable professional pathways for rangatahi supported
	Develop and support pathways for digital sectors	Delivery of 1 digital incubator programme supported  Central government investment into Whanganui digital sector leveraged

# Approach to Governance

## Our approach to governance

Whanganui & Partners aims for a partnership-based relationship with Whanganui District Council through the principles of good governance.

## Principles of good governance of Whanganui & Partners

In undertaking our activities, Whanganui & Partners will incorporate core principles to achieve good guidance.

### Te Tiriti o Waitangi

We recognise and honour the rights and interests of tangata whenua.

### Leadership

Ensure Whanganui & Partners is acknowledged as a leader in delivering economic growth, while supporting and aligning with Council's strategic direction.

### Partnership

Build upon business and maintain and expand upon stakeholder relationships in support of Council's commitment to prosperity and success for our community.

### Accountability

Align decision-making with community expectations and Council plans, policies and Key Performance Indicators.

### Transparency

Be open, honest and proactive in providing robust data to support decision making.

### Fiscal prudence

Undertake business and activities in a way that ensures value for money.



## Board Compliance

The Council expects the Whanganui & Partners Board to:

- Comply with all legislative requirements, including the Local Government Act 2002, the Companies Act 1993, and the Health and Safety at Work Act 2015
- Makes decisions consistent with the Company Constitution and Statement of Intent
- Maintain an up-to-date Directors/Trustees Interests' register

The Board will operate according to the best practice statements produced by the Institute of Directors in New Zealand.

## Managing Risks

Whanganui & Partners' Board is required to keep Council well-informed of significant risks in a timely manner.

Whanganui & Partners will maintain and review its own risk register and produce a risk governance assurance report through the Council's Audit and Risk Committee on a half-yearly basis. Risk management will be aligned to the Council's approach to risk management, especially where decisions made may, or are, perceived to have a major impact on ratepayers, customers and citizens.





# Accounting Policies and Financials

Council-Controlled Organisations (CCO) are subsidiary corporate structures used for commercial activities that are distinct from the ‘core functions’ of a local authority, i.e.; CCOs are established to hold and manage the commercial (or other corporate type venture) interests of a local authority thereby clearly separating its regulatory and ownership functions – nonetheless it is the Council that remains accountable to its community for CCO performance.

Whanganui & Partners Limited is a non-trading exempt Council Controlled Organisation. All expenditures are in accordance with the Council’s Financial Delegation Policy with authority for expenditure according to approved budgets as detailed and approved by Council in the Annual Plan.

To enable our community to better understand the financial aspects of the economic development activities, we will exercise transparency in financial reporting. This will be achieved by financial updates covered in our end of year Annual Report, Public Forums (March and October) and Quarterly Council Reports.

## Proposed for Financial Year 2021-22

Revenue	
Balance c/f FY 2020-21 (STAPP-MBIE Grant)*	150,000
Council	2,692,997
User Fees & Income: Visitor Information Centre	85,521
Grant Income	
Regional Business Partner Programme	96,000
Regional Events Fund	55,000
<b>Total Revenues</b>	<b>3,079,518</b>

Expenses	
Operating Expenditure	
Whanganui & Partners	1,257,644
Visitor Information Centre	447,274
Project Expenditure	
Priority 1: Business	314,100
Priority 2: Education & Capability	170,000
Priority 3: Brand & Marketing	824,500
Priority 4: Creative Industries	66,000
<b>Total Expenses</b>	<b>3,079,518</b>

\* W&P received \$700k funding from MBIE under the Strategic Tourism Assets Protection Programme (STAPP), this was a 18 month project.







**WHANGANUI**  
ALL YOU NEED (AND THEN SOME)



**WHANGANUI**  
**DISTRICT COUNCIL**  
Te Kaunihera a Rohe o Whanganui

Innovation Quarter, 179 St Hill Street, Whanganui

Phone: +64 6 349 3059

[whanganuiandpartners.nz](http://whanganuiandpartners.nz)

[facebook.com/whanganuiandpartners](https://facebook.com/whanganuiandpartners)

Whanganui i-SITE Visitor Information Centre

31 Taupo Quay, Whanganui

Phone: 0800 92 64 26

[facebook.com/isitewhanganui](https://facebook.com/isitewhanganui)

[discoverwhanganui.nz](http://discoverwhanganui.nz)

[whanganui.govt.nz](http://whanganui.govt.nz)

