



# Designing our Economic Future

## Pānui Whāinga 2023/24

Statement of Intent 2023/24





## ABOUT WHANGANUI & PARTNERS

Whanganui & Partners is the Economic Development Agency and Regional Tourism Organisation of Whanganui, and also manages Whanganui isite Visitor Information Centre.

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



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# FOREWORD

PAHIA TURIA, BOARD CHAIR

Whanganui & Partners is an Economic Development Agency invested in seeing all the people of our rohe achieve prosperity. This agency's aim is to build economic strength, environmental responsibility, sustainable growth, and high living standards. This UNESCO City of Design has abundant potential and we are proud to be leading its economic development with integrity and humility.

Whanganui & Partners works towards our goals through an abundance model which prioritises the value of people and recognises that the health of the community and environment enables our economic growth.

Whanganui & Partners' journey continues as an organisation to uphold the principles of Tupua te Kawa and celebrates the opportunity and benefit our exceptional Te Awa Tupua legislation offers the people of Whanganui. Tupua te Kawa, the intrinsic values of Te Awa Tupua, guide the decision-making of this agency. While these kawa demonstrate the virtue of indigenous knowledge and recognise the iwi and hapū whose values are the foundation for Te Awa Tupua, they also empower us to undertake a progressive modern process where Whanganui & Partners works collaboratively with the community and with our partners.

We are in the fortunate position to be able to celebrate and amplify Whanganui's continued strengths in an environment in which the whole world has met unprecedented challenges. Our population has reached 48,700. We're growing at a rate higher than the national average and that of our neighbours. Our workers' average earnings are rising ahead of New Zealand's average, our employment rate is up and the number of our workers in skilled or highly skilled jobs has also significantly increased. We are fortunate and growing more so.

This is the growth this agency leverages to keep improving Whanganui's outcomes. Whanganui & Partners works to help businesses meet the day-to-day challenges they face, whether that be around labour, logistics, demand, growth or constraints, while it also works to put a framework in place which allows our economy to grow sustainably and to its full potential.



A handwritten signature in black ink, appearing to read 'Pahia Turia', written in a cursive style.

PAHIA TURIA

# INTRODUCTION

HANNAH MIDDLETON, CHIEF EXECUTIVE



Productive relationships with the people we serve are at the core of Whanganui & Partners' values. Every goal we have outlined in this Statement of Intent is dependent upon the relationships we build, the people we work alongside, and the partners who work with us.

Through collaboration and consideration, we are able to apply a broad perspective to the work we carry out and arrive at outcomes that benefit our whole community. Our intention is to be transparent and accountable in all that we do. This means ensuring we are thorough in our preparation, actively seek collaboration, and invite feedback whenever possible.

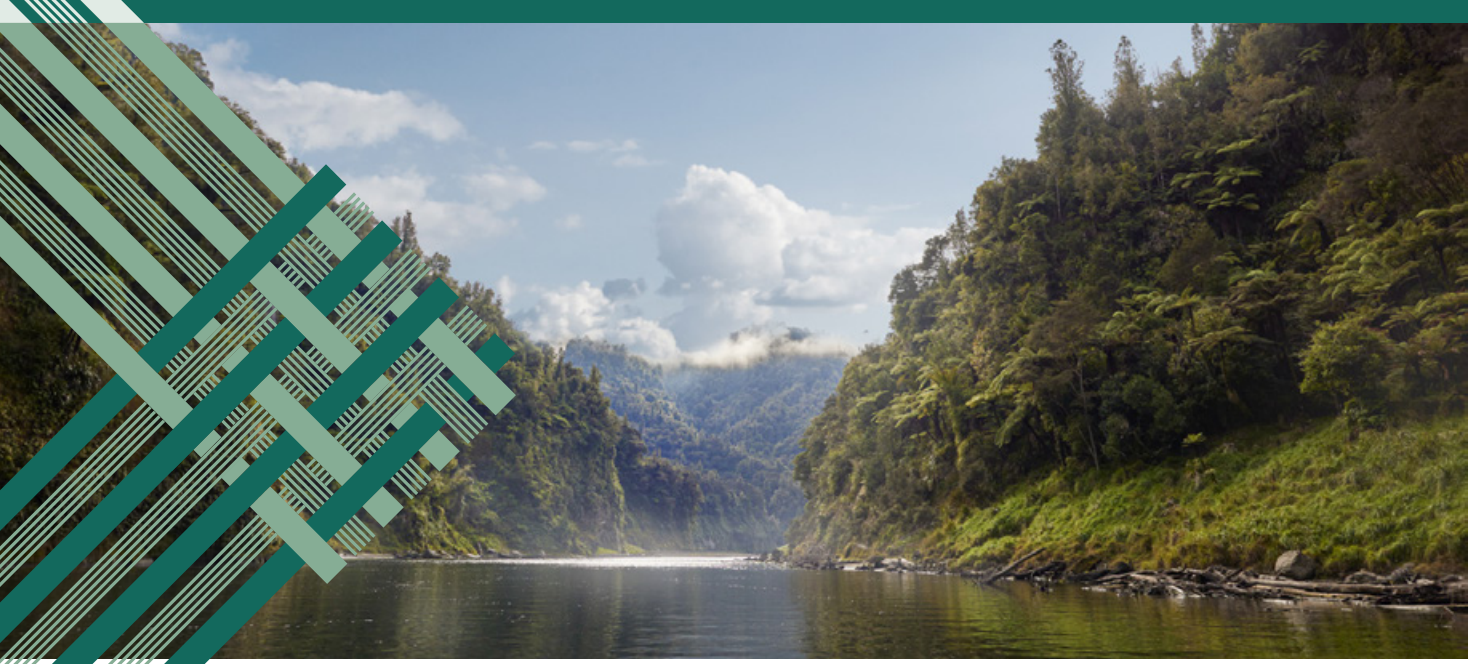
Our behaviour sets a high standard for us to maintain. We uphold Tupua te Kawa and this value set leads us to demonstrate consultation and collaboration at every opportunity. We support the aspirations of mana whenua as they work towards the settlement of Te Tiriti o Waitangi claims and we are inspired by the initiatives of iwi and hapū, who are proactive and engaged in Whanganui's growing Māori economy.

Our interactions with the business community and our reporting on key metrics lead to growing public confidence in Whanganui's economic strengths and

opportunities. It is important to us to measure and track our success, to communicate these measures with the public and our stakeholders, and to be agile in response to both the challenges Whanganui's businesses face and the economic areas we see need focus.

Whanganui & Partners is motivated by the belief that Whanganui should be a place where our community can access the opportunities and resources they need to achieve their goals. We want to see our entrepreneurs and creatives bring their ideas to life. We want our established businesses to grow, our rangatahi to engage in pathways to employment, and our Whanganui brand to be well-known around Aotearoa, highlighting our opportunities and raising our profile.

This Statement of Intent is a chapter of Whanganui & Partners' story. It sets out the agency's objectives for the next 12 months - these objectives are an important step towards achieving a greater vision for Whanganui's economy and its people. Each piece of work this agency undertakes contributes to a whole greater than its parts. We are designing a future in which - as Whanganui District Council's Leading Edge Strategy outlines - our community is united, connected, creative, environmentally rich and economically prosperous.





# OUR 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.

**This document outlines our plans to support the 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 engaging so that our work is transparent, identifiable and broad-reaching

Providing funding and projects to enable meaningful opportunities, connectivity, Town Centre Regeneration, creative industries, and the promotion of Whanganui's cultural wealth and strength of design

Providing support to new and existing businesses and maintaining Whanganui's business-friendly outlook

Our environment is a key consideration in all of the work we do. Whanganui & Partners supports innovation and productivity and prioritises the best outcomes for the environment, the economy and our diverse community. Upholding the principles of Tupua te Kawa requires us to respect our physical environment and recognise our community's intrinsic connection to it. We embrace

this responsibility and recognise its value in safeguarding our future and that of generations to come. Whanganui & Partners follows a Sustainability Commitment Action Plan which sets out the agency's commitment to actions it is already undertaking, actions within the next year and actions to be achieved within three years' time.

## Support of the council's climate change strategy

We keenly support the Whanganui Climate Change Strategy and uphold Te Awa Tupua legislation. Whanganui & Partners prioritises 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-Manawātū region. Te Pae Tawhiti honours the vision of iwi, hapū and whānau for a future where our economy grows alongside sustainability and well-being for whānau, lands, waterways, marae, language and future generations.



# STRATEGIC GOALS

## What we will achieve

### A THRIVING ADVANCED MANUFACTURING AND LOGISTICS SECTOR

Whanganui is recognised for its strength of design, high-quality production, developing technologies and logistical advantages.



### A LEADER IN ADVANCING PRIMARY INDUSTRIES

Whanganui's strengths in the rural sector are elevated, creating opportunities for diversification and excellence as an influential food producer.



### A CENTRE FOR CREATIVITY AND DESIGN EXCELLENCE

Whanganui's creativity is celebrated and its artists and makers thrive, inspiring visitors and generating employment and innovative thinking.



### A DESTINATION OF CHOICE

Visitors experience a unique and inspiring destination with exceptional experiences, authentic connections and abundant opportunities.





In response to the council's Letter of Expectation, Whanganui & Partners has identified Surge Sectors and Key Drivers upon which to focus strategically. Our work intends to contribute in these key ways:



Whanganui's businesses are growing sustainably and innovatively and our region attracts investment and national recognition.

**AN EVOLVING  
BUSINESS COMMUNITY**



Our capability is amplified and our workforce is skilled and growing, Whanganui is full of opportunities to work, learn and thrive.

**AN AGILE  
WORKFORCE**



Whanganui's pakihi Māori are growing and succeeding, the potential of our Māori businesses is realised and celebrated.

**AN ACCELERATED  
MĀORI ECONOMY**



Whanganui is recognised as a place distinguished by its design excellence, exceptional experiences and desirable lifestyle.

**A DISTINGUISHED  
BRAND**



# PARTNERS AND COLLABORATORS

**Our partners Tamaūpoko, Tūpoho, Ngā Rauru kī Tahī, Ngā Wairiki Ngāti Apa, and Te Awa Tupua authority Ngā Tāngata Tiaki are fundamentally important to us and the work we carry out in the Whanganui rohe. We consider it important to nurture these partnerships with humility and patience.**

Engagement and collaboration with other organisations are integral to Whanganui & Partners achieving its objectives. We are committed to building and maintaining relationships with the people, businesses, agencies, organisations and institutions which hold in common a goal of prosperity for our community. These relationships and partnerships form an intrinsic element of our working culture. We lead when it is right to do so and provide guidance and expertise when appropriate. We seek input and consultation to achieve the best outcomes for businesses and people.

Whanganui & Partners plays an active role in the Accelerate 25 Regional Growth programme (working closely through the Lead Team) and Kānoa; the MBIE Economic Development & Investment Unit. Leadership through these programmes enables Whanganui & Partners to have important input in the development and growth of our regional economy. We are motivated to collaborate on initiatives beyond local borders and access and align central government resources whenever possible.

## Whanganui & Partners' collaborative projects allow us to amplify opportunities.

**We will continue to demonstrate collaboration in ways such as:**

### **BUSINESS SUPPORT**

- › Regional Business Partners Network – through partnering with the Central Economic Development Agency we are able to boost local business funding and support
- › We will continue to work with businesses as they take steps to grow and provide expert advice, connect them with the resources they need, and direct entrepreneurs and new businesses to start-up pathways to help them get successfully underway

**UNESCO CITY OF DESIGN BADGE** – we are working on a project to create a mark of distinction for our producers to apply to their products. Working with creative leaders and industry experts, we are establishing a brand that sets Whanganui apart and leverages our unique distinction as an international design leader

**KEY REGIONAL PROJECTS** – we work with partners of economic development initiatives such as port redevelopment project Te Pūwaha, and the Sarjeant Gallery redevelopment. Our contribution to these projects helps increase business capacity and improves our visitor industry profile





**PAKIHI MĀORI SUMMIT** – we continue our support of this collaborative summit celebrating and empowering pakihi Māori, contributing towards the establishment of an ecosystem to help Māori businesses flourish, and providing pakihi with tools to streamline their business journey

**THE BACKHOUSE** – we support this centre for innovation, entrepreneurialism and collaboration and maintain our partnership with UCOL on this collaboration. We continue to work together towards our shared aims

**LOTTERIES FUNDING BOOST** – we will utilise the \$200k we successfully gained through a Lotteries Grant to continue our interpretive signage project connecting people with place and elevating our visitors' experience

**MANA WHENUA SUMMIT** – we collaborate to share knowledge and guidance at this summit designed to guide the sustainable and respectful use of land and natural resources

**100% SWEET** – we continue to support and fund this youth-to-employment programme enabling our rangatahi to have strong educational outcomes. This programme connects school leavers with meaningful education, employment and training and establishes career pathways

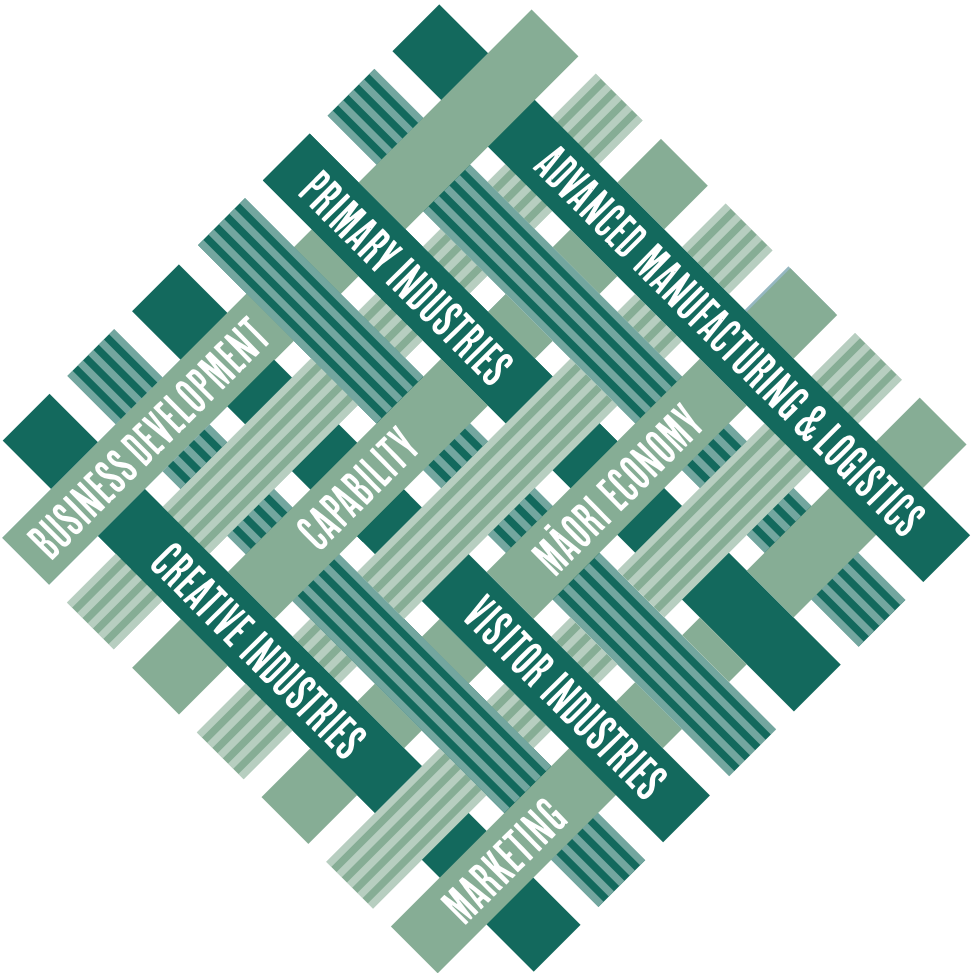








# SURGE SECTORS AND KEY DRIVERS



The Outcomes that inform the work in this Statement of Intent require collaboration and combined effort across Whanganui & Partners’ work streams and input from its diverse subject experts.

We have identified the **Surge Sectors** which are focus points for Whanganui & Partners, and the **Key Drivers** that intersect with these focus points to help us achieve our goals. Each Outcome we work towards is achieved through the mahi of multiple people working collaboratively. These **Surge Sectors** and **Key Drivers** weave together to form the foundation for our work.



# NATURE & SCOPE OF ACTIVITIES

Whanganui & Partners has a broad range of priorities we focus on to optimise our region's economic health and outcomes. We identify these priorities in this Statement of Intent. Our subject experts and wider team work collectively towards achieving the goals we outline in this document. To be effective, Whanganui & Partners must be forward-focused and able to adapt. By responding to the immediate needs of the business community we contribute towards the long-term health of our economy, building capability and confidence.

Whanganui & Partners is versatile and comprehensive in its approach to growing prosperity. The operation of the Whanganui isite Visitor Centre is an important part of the agency's work. By supporting our visitor industry, and interacting with the visitors who come to Whanganui, we are able to cultivate the region's growing national and international profile. Connecting people to place makes an indelible impression on visitors and locals, and we are proud of the manaakitanga practised by our isite team.

Whanganui & Partners employs experts in our fields of focus to ensure we are in the best position possible to advance our economy. Leveraging the team's areas of expertise, we work collaboratively to apply each person's skill to its full advantage. Our team is engaged with its community and acts as a conduit connecting businesses across sectors and enabling access to networks, resources, national bodies and collectives that open up economic opportunity. Whanganui & Partners takes an interconnective view of how our business community works and simplifies the processes that grow and improve business.

## How we will demonstrate our progress

We will assess progress at weekly Whanganui & Partners team meetings and report every eight weeks to the Whanganui & Partners Board, presenting updates on all areas of strategic focus. Whanganui & Partners meets its requirement to update the council with progress on this Statement of Intent, reporting on the agency's achievements, discussing developing issues or other matters requiring input or being of public interest. The Board Chair or their Board representative will present to the council in the following reporting format:

- Quarterly activity reports to Whanganui District Council
- Produce Annual Report by October, produce Statement of Service Performance (as part of Annual Report) by October
- Public Forums held twice a year



## How we will demonstrate our success

**We apply clear, specific and quantitative or qualitative performance measures against each key project undertaken.**

Our Outcomes and Actions are reflective of our long-term vision; however, our Measures describe the projects and activities we will carry out over a 12-month timeline. While we will complete these Measures over this 12-month period it is important to recognise the cumulative nature of Whanganui & Partners' achievements as we work towards long-term success. The areas of focus detailed in the following sections outline specific Actions and Measures Whanganui & Partners will undertake to assess the effectiveness of its activities and to measure its performance. We have divided these areas of focus into areas related to our Surge Sectors and Key Drivers. Our Surge Sectors are; Advanced Manufacturing & Logistics, Primary Industries, Creative Industries, and Visitor Industries, while our Key Drivers are; Business Development, Capability, Māori/Economy, and Marketing. Each of these Surge Sectors and Key Drivers requires the focus of respective strategic leads along with input from the whole team in order for our Outcomes to be achieved.

## How we will enable others through our work

We will build economic prosperity for Whanganui by supporting initiatives that result in economic well-being outcomes for the community. By working with our partners and other funders, we can maximise opportunity, positive impacts and abundance from all projects and initiatives supported by Whanganui & Partners.

## Investing/Grants

Whanganui & Partners recognises that investment directly to our businesses, organisations, events and people leads to enabling economic well-being outcomes that contribute to the growth of our Surge Sectors. Although not a grant-funding agency, Whanganui & Partners seeks to invest in opportunities that align with achieving the Statement of Intent.

## Delivering

As Whanganui's Economic Development Agency, Regional Tourism Organisation and Regional Film Office (Film Whanganui), Whanganui & Partners works with businesses, industry, and people to support an innovative, sustainable and abundant economy. This is delivered through business support, connections, workforce support and specialised sector development. Whanganui & Partners looks to maximise opportunities for Whanganui's economy through all of the projects, programmes and initiatives leads.



# IMPACT MEASURES 2023/24

Our activity creates incremental benefits for our community and economy, these benefits cumulatively result in measurable effects. In particular, we will measure the following to track our progress.

## Growth in Surge Sectors

Whanganui & Partners focuses much of its resources on specific sectors. Adding value to these parts of our economy provides optimum benefit for Whanganui overall. We will measure our impact by:

	Advanced Manufacturing & Logistics	Primary Industries	Creative Industries	Visitor Industries	Other	Total
Number of new business units established following W&P support	5	3	3	3	5	19
Number of businesses that attract investment following W&P support	5	5	5	-	-	15
Number of businesses that increase staff numbers following W&P support	10	5	-	3	10	28
Number of businesses that increase their revenue following W&P support	20	15	10	10	15	70
Net Promoter Score from businesses that engage with W&P	60	60	60	60	40	50
New products developed with support of W&P	-	-	4	3	-	7
Number of businesses that develop markets nationally or internationally following W&P support	8	-	3	-	-	11
Out-of-town businesses supported by W&P bringing incremental revenue to Whanganui (e.g. film production)	5	-	5	-	-	10

## Growth in Key Driver: Capability

Number of international students coming to Whanganui as a result of W&P initiatives/support - 16





## Surge Sector ADVANCED MANUFACTURING & LOGISTICS

### Vision

A thriving Whanganui advanced manufacturing sector of world-class creators, innovators and makers delivering quality products, sustainable solutions, and intergenerational well-being, contributing to the success of Aotearoa New Zealand's Advanced Manufacturing Sector.

Outcome	Activity	Measure	#
Increased investment in advanced technologies and processes which lift productivity and wages in Whanganui	Identify opportunities to attract investment of advanced technologies into the Advanced Manufacturing sector	Number of engagements* related to attracting investment into the Whanganui Manufacturing sector	5
		Number of manufacturers who invest in technology and processes to lift productivity (contributed to support given by W&P)	1
Improved advanced manufacturing in Whanganui through innovation, R&D and science	Champion innovation, science and sustainability for manufacturing in Whanganui	Number of initiatives targeting supporting innovation, science and/or sustainability	2
Robust, coordinated logistics and distribution plan for Whanganui that connects to logistics hubs regionally, nationally and internationally	Uphold a robust and coordinated logistics plan for Whanganui that considers our land, rail and sea ports and their connection to regional and national logistic ports	Development of a Whanganui Logistics Plan	1

**\*engagement** is defined as an interaction by staff with an external party and includes meetings, workshops, activity-focused emails and phone and video conferencing conversations that are able to reach the stage of NPS survey

## Surge Sector PRIMARY INDUSTRIES

### Vision

Long-term sustainability of Whanganui's primary sector with enablers for sustainable food and fibre, technology, agri-tourism and Māori agribusiness.

Outcome	Activity	Measure	#
Whanganui is a place of primary sector innovation and research	Investment into Whanganui's science and technology to build capability and entrepreneurship	Number of secondary and tertiary-level research and projects conducted in Whanganui	3
A diversified, sustainable and growing Whanganui primary sector	Identify the key risks to the future sustainability of the primary sector	Number of Māori landowner engagements or support initiatives that assist in their agribusiness development	5
	Identify and facilitate ways to support and inform agribusiness in Whanganui	Number of investments made that leverage agribusiness diversification or sustainability	1
	Attract investment into Whanganui agribusiness diversification or sustainability		
A strong national and international reputation for Whanganui's primary sector and its products	Promote Whanganui's reputation for quality produce, food and fibre products, and cosmetics	Number of clusters supported	2
		Number of businesses/products identified and supported to be export-ready	10



## Surge Sector CREATIVE INDUSTRIES

## Vision

A strong and vibrant creative sector forming the heart of an identity that attracts visitors, residents, students and businesses, generating employment and growing innovation.

Outcome	Activity	Measure	#
Whanganui is an esteemed national and international arts hub	Support Whanganui's infrastructure, production and clear pathways for creative sector businesses to grow  Increased creative sector offerings for visitors and locals	Number of creative industry initiatives delivered	3
Whanganui UNESCO City of Design is embedded into the identity of the region, locally, nationally, and internationally	Put design and the principles of the UNESCO City of Design designation are at the heart of Whanganui businesses and organisations	Number of City of Design initiatives delivered or supported	2
		Number of inward delegations or projects delivered under the "City of Design"	2
	Encourage local businesses to adopt the "City of Design" badge	Number of businesses that adopt the "Crafted in Whanganui" badge	100
	Incorporate City of Design in the Whanganui brand strategy	Project to refine the brand proposition	1
	Build Whanganui's recognition as a UNESCO City of Design locally, nationally and internationally	Number of national media stories	3
Film Whanganui is the workforce and service hub for screen production in the lower central North Island	Build Whanganui's reputation as the destination of choice for film producers locally, nationally, and internationally	Number of Film Whanganui support initiatives delivered	2



## Surge Sector VISITOR INDUSTRIES

## Vision

Lead the delivery of the Whanganui Destination Management Plan to enable sustainable tourism growth and employment with strong community connections and benefits.

Outcome	Activity	Measure	#
Destination businesses operate sustainably because tourism product is well developed	Ensure Whanganui has high-quality, sustainable tourism product offerings that centre around its strengths, most importantly the river	Number of initiatives that support data and information demand analysis	1
		Number of initiatives supported (or led) that enable product development	3
	Support Māori tourism to grow the number of Māori-owned tourism operators	Number of initiatives supported that enable Māori tourism growth	1
Core infrastructure projects are well developed and tourism grows sustainably	Develop Whanganui core infrastructure that enables sustainable growth of tourism and events	Number of initiatives supported (or led) that enable infrastructure development and improvement	2
isite is a key front of house for visitors to Whanganui	Support isite as a key resource for first-time visitors	isite customer satisfaction	4.5/5
	isite supports the function of Whanganui & Partners as the Regional Tourism Office	Annual visitors to isite	25,000



## Key Driver BUSINESS DEVELOPMENT

## Vision

Whanganui is a location of choice for new and existing businesses, with innovative potential and sustainable growth.

Outcome	Activity	Measure	#
A supported and growing business sector	Support and connect businesses	Number of Regional Business Partners referrals	80
		Number of engagements/referrals and connections with Whanganui business	300
		Breadth of business support undertaken (number of different support initiatives)	3
		Net Promoter Score on support experience	+50 or greater
Innovation and sustainability are the foundations for Whanganui business	Champion innovation and sustainability as at the heart of Whanganui businesses (existing and new)	Number of innovation and sustainability initiatives delivered/supported	3



## Key Driver CAPABILITY

### Vision

Whanganui's workforce is skilled and engaged, young people are choosing to learn, expand and apply their skills here, providing the capability crucial for business to thrive.

Outcome	Activity	Measure	#
Whanganui has a diverse, highly-skilled and high-wage workforce	Facilitating talent attraction and retention	Number of different support initiatives	4
	Improvements made to workforce supply chain and pipelines to sustainable, high-wage employment in Whanganui are determined		
	Facilitation of activities that strengthen international relationships and perceptions of Whanganui	Number of inward delegations hosted, or outward delegations supported	2
There is ongoing business capability development and workforce development across all key sectors in Whanganui	Facilitation of business capability and workforce development opportunities that are sector-specific	Number of different support initiatives	4
		Number of sector-specific workshops delivered or supported (across all priority areas)	15
		Number of tourism operators to achieve QM accreditation	4
		Number of operators to join Tourism Sustainability Commitment	5
Rangatahi/young people are engaging in higher education for increased employment outcomes	Facilitate and support of partners as they provide higher education opportunities for rangatahi in Whanganui	Number of different support initiatives	3





## Key Driver MĀORI BUSINESS/ ECONOMY

## Vision

The Whanganui economy is a path for prosperity maximising potential for Māori through regional economic development.

Outcome	Activity	Measure	#
<b>Kaitiakitanga</b> - whānau are working with and on the whenua	Partnerships with Māori are established and develop and implement economic projects for the benefit of Whanganui whenua and whānau	Number of whenua-based initiatives in Whanganui	2
	A pathway to explore maara kai, wild kai, Rongoa is created	Number of projects that enable puanga and indigenous provenance	1
<b>Kotahitanga</b> - whānau have economic well-being - with capacity, excellent collaboration, innovation, and businesses	Māori in Whanganui are supported to thrive in the areas of business growth, capability (employment opportunities), education and specifically the creative sector	Number of engagements with Māori businesses	50
		Number of initiatives that build capability of Māori through employment (higher-wage, higher-skilled jobs)	4
		Number of engagements/initiatives with research institutes in Whanganui	3
<b>Manaakitanga</b> - rangatahi are reaching their full potential empowering whānau capacity	Strong partnerships with iwi, hapū, marae, and the Māori community advance their aspirations in economic development	Percentage of Māori business recipients of W&P funding or other investment through W&P support	25%
		Number of special events stimulating Māori supported	2
	Collaboration with existing marae, iwi, and hapū infrastructure	Number of initiatives that Increase Māori participation in regional economic development through STEM, innovation and tech industries	1



Outcome	Activity	Measure	#
<b>Whanaungatanga</b> - strong, meaningful, and authentic relationships are developed and the traditional value of whanaungatanga is respected	Collaboration with marae, iwi, and hapū	Number of projects that support iwi/hapu/marae (but give them autonomy)	2
	Social capital is mobilised within different communities	Number of engagements that help W&P to understand multiple iwi structures and relationships	8
	There is investment in success		
	Co-partnering projects are developed		

## Key Driver MARKETING

### Vision

A distinguished, differentiated brand contributes to a strong reputation and experience across our destination brand and the work of Whanganui & Partners itself.

Outcome	Activity	Measure	#
Whanganui is recognised as a sought-after destination and visitors are attracted here	Promotion of Whanganui as a destination of choice, inspiring visitors, attracting newcomers and offering a distinct experience	Number of destination promotion and attraction initiatives	1
	Production of visitor collateral to inform visitors of district attractions	Number of visitor collateral produced or updated	3
New businesses, residents, students and visitors chose Whanganui as a high-quality option	Enhancement of Whanganui's commercial story, including its Advanced Manufacturing and Primary Industries	Number of Business attraction campaigns	1
	Attraction of a high-skilled and high-wage workforce	Number of National media stories (sector-specific)	3
	Maintaining a strong proposition for Whanganui as a visitor destination	Number of talent attraction campaigns delivered	1
	Enhancement of users' Discover Whanganui website experience when they consider visiting, doing business, or studying in Whanganui	Percentage of web traffic increase to discoverwhanganui.nz	5%
		Projects to enhance the discoverwhanganui.nz website	1







Outcome	Activity	Measure	#
Local businesses utilise and value the services and initiatives Whanganui & Partners offers and supports	Promotion of W&P initiatives across all focus areas	Number of business-related marketing campaigns	5
	Building business awareness of grants and other opportunities for support	Number of marketing collateral initiatives developed to support business' access to opportunities	1
	Proactive and positive engagement with and visibility of Whanganui & Partners	Number of W&P media mentions	120
		Percentage increase to social media following	7.5%
		Economic dashboard updated	Quarterly
Whanganui hosts nationally significant events for the benefit of the local economy	Delivery of the Event Action Plan	Annual events summary report produced	1
		One contestable funding process introduced and delivered	1
		Number of events supported that develop approved marketing plans	5+

# OVERALL ECONOMIC CONTEXT

We operate within a broader economic landscape which our work aims to positively influence.

Macro-economic factors have a significant bearing on local, regional and national economies. With available economic data, we have provided some realistic projections on broader metrics important to the community.

	22/23	23/24	24/25	25/26
<b>A THRIVING WORKFORCE</b> <ul style="list-style-type: none"> <li>• Increase of workers employed in highly skilled jobs</li> <li>• Increase in filled jobs</li> <li>• Unemployment rate</li> <li>• NEETs</li> </ul>	-0.5% 2.7% 3.9% 15.0%	2.2% 1.1% 4.0% 14.4%	2.4% 1.3% 4.3% 14.1%	2.3% 1.5% 4.6% 14.0%
<b>A HEALTHY STANDARD OF LIVING</b> <ul style="list-style-type: none"> <li>• Average earnings improvement</li> <li>• Average household earnings improvement</li> </ul>	5.3% 4.8%	3.8% 4.6%	4.4% 4.1%	4.4% 3.5%
<b>A GROWING POPULATION</b> <ul style="list-style-type: none"> <li>• Population growth</li> </ul>	48,700	48,954	49,186	49,417
<b>A POPULAR DESTINATION</b> <ul style="list-style-type: none"> <li>• Visitor spend growth</li> </ul>	2.5%	2.9%	3.2%	4.0%

*Note: These measures are updated on an annual basis, in January. However, it is proposed future Statement of Intent reporting windows occur on a 3-year horizon, not 1-year.*

## Other metrics we monitor

- House prices and housing affordability
- Building consents: residential and non-residential
- Health enrolments
- Overall GDP growth (and by sector)
- Accommodation occupancy rates (commercial and peer-to-peer)
- Total consumer spending
  - Including by customer origin and by business type

**The preceding tables on pages 15-26 detail the specific tactics we will undertake to achieve these broader impacts. They outline the work we have planned across Surge Sectors and Key Drivers to achieve these goals for incremental improvement.**

## Whanganui and Partners Limited

# STATEMENT OF REVENUE & EXPENSE 2023-2024

INCOME		
Council Funding	2,790,000	
Sundry Income (Commission projections)	80,000	
External Project Funding <sup>1</sup>	351,624	
		<b>3,221,624</b>
EXPENSES		
OPERATIONS		
Innovation Quarter: 179 St Hill St	273,871	
Visitor Centre: 31 Taupo Quay	128,922	
EMPLOYEE EXPENSES		
Innovation Quarter: 179 St Hill St	1,116,809	
Visitor Centre: 31 Taupo Quay	271,078	
OTHER EXPENSES		
Director Fees	61,000	
Project Costs	1,159,944	
Event Funding	210,000	
		<b>3,221,624</b>

<sup>1</sup> Lottery Environment and Heritage Funding 200,000 Nov 2022 - Nov 2023  
MBIE: Regional Business Partner Network 151,624 Jul 2023 - Jun 2024





Innovation Quarter  
179 St Hill St, Whanganui  
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[whanganuiandpartners.nz](http://whanganuiandpartners.nz)  
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Whanganui isite  
Visitor Information Centre  
[facebook.com/isitewhanganui](https://facebook.com/isitewhanganui)

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