

Statement of Intent 2017/18

WHANGANUI & PARTNERS

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Statement of Intent for Whanganui & Partners

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Whanganui & Partners

Statement of Intent for the year commencing 1 July 2017

1. Purpose of Statement of Intent

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Whanganui & Partners for the next three years, and the objectives that those activities will contribute to. This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organisational accountability. Information contained in this statement shall comply with the requirements of Schedule 8, LGA 2002.

Through the Whanganui District Council Economic Development Strategy, the Whanganui District Council has articulated an expectation that Whanganui & Partners will use its resources to support, facilitate and contribute to a step-change in Whanganui's economic growth performance. Whanganui & Partners specific activities towards this aim are articulated through this SOI.

The content of this SOI for 2017 to 2020 reflects the Governance changes of Whanganui & Partners resulting in strategic initiatives focused on:

- Economic Transformation including education sector initiatives
- Physical Transformation (Place) including the river, port revitalisation and town centre revitalisation projects
- Destination Marketing including attracting tourists, investors, students, and entrepreneurs

2. Definitions/Glossary

SOI – Statement of Intent (the activities and intentions of Whanganui & Partners.

ED – Economic Development (generating economic growth)

CCO – Council Controlled Organisation (the legal structure of Whanganui & Partners)

Strategic Rocks – Fundamental areas of focus for economic growth activities

3. Whanganui & Partners Key Strategic Objectives

The current Whanganui District Council Economic Development Strategy contains 6 (six) key medium to long term performance measures/targets the activities of Whanganui and Partners are expected to deliver:

1. Linked to the Central Government's Business Growth Agenda, an average annual increase in the value of real exports of greater than 4% (includes tourism) so that the ratio of exports to GDP is 40% by 2025.
2. An average real GDP increase of greater than 2.5% by the end of 2020 (Treasury forecast for Real GDP growth for New Zealand is 1.6%).
3. A permanent population increase of 4,500 by the end of 2025 (as measured in the next national census after that date).
4. A 5% annual increase in visitor guest nights. (from a relatively low base a 10.3% was achieved for the year ended June 2015)
5. Increase in employment in Whanganui by 5% by the end of 2025. (June 2015 baselines 15 years old and over total employed full-time 23 694, part-time 7 653 of total population of 56 982)
6. Increase in education as a percentage of GDP and an increase in the number of international students studying in Whanganui.

4. Strategic Approach (Nature and scope of activities)

Whanganui & Partners was established to create a more prosperous Whanganui through the delivery of economic development and tourism promotion services. To achieve this Whanganui & Partners has 5 (five) day to day operational key areas of focus:

1. Business Retention and Growth – supporting existing businesses (including Accelerate 25 and Te Pae Tawhiti action plans)
2. Business and Investment Attraction – obtaining new businesses and investment into Whanganui (including Accelerate 25 and Te Pae Tawhiti action plans)

3. Destination Marketing – promotion of Whanganui to visitors, entrepreneurs, investors, students, and selected demographic groups
4. Education – attracting students, supporting student achievement and pathways to employment
5. Innovation – supporting entrepreneurship and productivity gains through applied technology

Vision: Grow Whanganui: The most improved district for growth and prosperity 2025

Breaking down what the vision means:

- *Grow Whanganui*: explicitly states that we will take a district-wide perspective on growth, and that our focus is to improve or enhance the standard of living within the District
- *The most improved district*: Rather than fastest growing, the view is that to be the “most improved” is a better indicator of economic growth and success. If this aspiration is achieved (against chosen indicators), it will see Whanganui’s economy improve more than any other district in New Zealand
- *Growth and prosperity*: A range of indicators will be used to measure growth and prosperity to ensure that economic growth is also environmentally, socially and culturally sustainable.

Purpose: To maximise economic prosperity and opportunities for the Whanganui district

Breaking down what the purpose means:

- *To maximise*: this is about ensuring that all economic development opportunities have been focused on and followed through so that maximum benefit can be realised. We will leverage others' resources where we can and collaborate across Council boundaries
- *Economic prosperity*: prosperity in this context is more than just financial – it also incorporates social wellbeing, lifestyle benefits, healthy living, and personal freedom.
- *Opportunities*: By maximising economic prosperity, opportunities will develop to further explore more opportunities, and so on. Economic prosperity will drive business confidence to explore further opportunities.
- *The Whanganui district*: This is the economic catchment of Whanganui and includes those in both the urban and rural areas.

5. Organisational Values

The values and behaviours demonstrate how all W&P employees are expected to behave when interacting with each other, partners, and other stakeholders. They are developed so that, when demonstrated and lived every day, will both help deliver the vision and strategy as well help others feel valued for the good work they do.

It is expected that W&P employees' performance will be assessed for both delivering results and outcomes against their job description and their own role in the strategy as well as being assessed against each of the three values and their associated behaviours.

POSITIVE & ENCOURAGING

Back others

when they come up with a good idea or action...and let them know.

Find the positive

in everything.

Face the tough conversations

and say what's on our minds with humility and tact.

Take time to congratulate

and celebrate the success of others.

We're all different

take time to listen and truly understand others' point of view.

POSITIVE & ENCOURAGING

COLLABORATIVE BRILLIANCE

Share ideas, knowledge and experience

across the organisation.

Connect

with our customers and the community to help them achieve their outcomes.

Seek the point of view

of colleagues, because decisions based on shared ideas lead to better outcomes.

Constantly develop relationships

outside of our own teams.

Share successes

and lessons learned.

COLLABORATIVE BRILLIANCE

MAKE GREAT HAPPEN

Take calculated risks

and embrace change.

Be bold

at making decisions.

Take responsibility

for meeting commitments and following through on actions.

Seize the moment

when an opportunity presents itself.

Explore all options

and find new ways of doing things.

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6. Key Projects & Programmes – Major Initiatives

Strategic rocks and game-changing initiatives

1. **Economic Transformation** (focusing on growing capability, retaining/growing/attracting business, and creating jobs)
 - Accelerate 25 Business Capability SWOT Team
 - One More Job Campaign
 - Whanganui Special Economic Zone
 - Whanganui Centre of Enterprise
 - Te Pae Tawhiti/Accelerate 25 Project Identification & Implementation
2. **Place** (utilising our physical and infrastructure resources for economic benefit)
 - Port Revitalisation
 - Rural Enterprise Project
 - Tech & Trades Hub
3. **Destination and Reputation** (establishing Whanganui as a great place to visit, do business and live)
 - Regional Economic Development (RED) Summit
 - Mobile Whanganui
 - Yellow (Digital) Project

Key project and initiatives	Description
1. Accelerate 25 Business Capability SWOT Team	<ul style="list-style-type: none"> • Create a "business health check" assessment tool (I have one on file from previous work) – or use whatever assessment tool CEDA use for the business capability partnership program • Establish a "SWOT" team of expert advisors covering key aspects of operating a business (Strategy, Leadership, Finance, Sales/Marketing, Operations, HR, IT, R&D as examples). The assessment of each business to identify which members of the SWOT Team are required for one-

	<p>on-one coaching support for the business owners/senior managers. "SWOT" team members could come from other parts of New Zealand and overseas utilising various networks.</p> <ul style="list-style-type: none"> • Where there is commonality of issues identified co-learning workshops/problem solving sessions to be held where the business owners work with the relevant SWOT team members to brainstorm and work through issues within their businesses • A version of the attached Business Growth Guide be provided to participating businesses for self-evaluation and best practice guidance. Alternatively NZTE has previously published a book entitled "Foundations for Growth) which contained very good resources, tips, and links to additional information. • A fixed number (say the 25 discussed) of businesses nominated by their local EDA/Council selected to participate in the programme.
<p>2. One More Job Campaign</p>	<p>All Whanganui existing businesses engaged with to join up to the W&P "One More Job" campaign.</p> <p>All participating businesses receive a complimentary business growth opportunity assessment focused on improving customer acquisition and production/service delivery processes.</p> <p>Target is to generate sufficient growth within each business that they need at least one more full time equivalent position.</p>
<p>3. Whanganui Special Economic Zone</p>	<p>Mayor to announce Whanganui as a Special Economic Zone. This is a packaging up of support for business relocation, investment, development/refurbishment of heritage buildings and may include:</p> <ul style="list-style-type: none"> • Single point of contact for all queries • No development contribution • Business Friendly policy • Facilitated Iwi engagement • Rent relief • Business Friendly policy/culture • W&P business support services • Capital raising service • Business mentoring plus NZTE/Callaghan programs

<p>4. Regional Economic Development (RED) Summit</p>	<p>Develop and Host a Regional Economic Development Summit. Focus on activating regional economic studies – taking strategic intent through to implementation.</p> <p>Funding to be sought from MBIE. Gives central government opportunity to highlight their support for regional New Zealand. Hosted by Mayor Hamish.</p> <p>Positions Whanganui as a best practice place for economic development, supports the destination marketing of Whanganui as a place to invest and do business.</p> <p>Learn from other regions and adapt to suit Whanganui</p>
<p>5. Whanganui Centre of Enterprise</p>	<p>Establish and operate (with partners) The Whanganui Centre of Enterprise - a joint venture public, private, iwi partnership with the mission to support innovative entrepreneurs to scale ventures that create sustainable economic growth and quality employment for the Whanganui/Manawatū Region.</p> <p>It combines the Maori Business Hub, Innovation Quarter, and Business services (incubation, acceleration, capital raising) into one wrap around programme and suite of services.</p> <p>Positions Whanganui as the place to do business.</p>
<p>6. Mobile Whanganui</p>	<p>A project to grow existing businesses, attract new business, investment and tourists, build relationships with Wanganui Alumni, promote Wanganui for size and type appropriate conferences and events.</p> <p>Mobile Whanganui is a literal name. The concept is Whanganui & Partners acquires a retro/heritage caravan and/or heritage vehicle and converts it into a promotional hub for Whanganui. The concept is the caravan or vehicle is fitted out utilising Wanganui manufactured product (e.g. flooring from Burgess/Cavalier Bremworth, furniture from Ethan and perhaps Tasman Tanning).</p> <p>The caravan or vehicle would contain a BBQ where, when unloaded, food from Whanganui suppliers can be cooked (such as Coastal Spring Lamb). It will include at least one TV screen where businesses, facilities (such as the Museum, Cooks Garden and Sarjeant Gallery) can be profiled and tourist promotion videos played.</p>

	<p>Being a caravan or heritage vehicle Mobile Whanganui is easily transported anywhere around New Zealand – taking Whanganui on tour to provide people the ability to experience a small slice/taste/teaser of Whanganui and buy tickets, book accommodation and place product orders there and then – wherever they encounter us.</p> <p>The caravan or vehicle can be booked into a schedule of annual events as well as arrangements made for short term display at various locations throughout New Zealand.</p>
7. Port Revitalisation	<p>Retention of key industry/businesses</p> <p>Support Growth of existing industries/businesses in Port/Heads Road area</p> <p>Attract new businesses and investment to Port - Market the Port/Whanganui as a business and investment destination</p> <p>Establish Tech & Trades Hub (part of the Whanganui Centre of Enterprise)</p> <p>Assist Whanganui Holdings to develop and submit funding business cases to central government.</p>
8. Rural Enterprise Project	<p>New Zealand and specifically the Manawatu-Whanganui region has an opportunity around non pastoral utilisation of class 1 and 2 lands and the concept of cooperation and innovation to grow that opportunity.</p> <p>Specifically the opportunity is for horticultural crops – vegetables, berries, and other crops – to be grown on small allotments of prime land on a cooperative basis and that the product produced be processed collectively, branded and then marketed to export markets through specifically developed channels to high end consumers. Artisan producers could be included with “export” markets for them being places such as Wellington, Auckland, and Hamilton. This is not about quantity but rather about quality and added value.</p>
9. Yellow (Digital) Project	<p>Get every business in the Whanganui District online with the Yellow Digital Business Directory. This will establish Whanganui as the first fully connected digital city in NZ. Other project objectives are:</p>

	<p>To increase Whanganui business patronage and revenue from locals and visitors through the Yellow campaign including the app Local and Loyal.</p> <p>To encourage and reward Whanganui district residents, ex-pats, alumni and visitors to create, review and share digital online profiles.</p> <p>To create positive PR for the Whanganui city and district as a successful and leading edge destination.</p>
10. Te Pae Tawhiti/Accelerate 25 Project Identification & Implementation	<p>Identify and implement specific projects linked to the economic opportunities and enablers identified in the Te Pae Tawhiti and Accelerate 25 regional economic growth action plans. This includes Mother Aubert, hotel development, new tourism businesses (tourism opportunity) and additional projects in Land Use, Aged Care, Manuka Honey and the enablers.</p> <p>Partner with Iwi to identify and develop economic growth opportunities/projects.</p>
11. Tech & Trades Hub	<p>Establish and operate (with partners) a new model of INTRANZ and a pathway for youth as well as retraining of the Whanganui workforce. Provides brokering service (incorporating 100% Sweet)</p> <p>MSD in Wellington have indicated \$250 000 of seed funding to establish the tech & trades hub model.</p> <p>Introduces additional training providers to Whanganui to better meet the needs of the community. This provides further options for young people in Whanganui and assists attracting international and domestic students to Whanganui.</p>
12. Whanganui Development Fund	<p>Create a Whanganui Development Fund with contributions from successful local businesses and high net worth individuals to support the succession planning of Whanganui businesses that would otherwise close and potentially to fund Whanganui based start-up businesses.</p>

7. Key Projects & Programmes - Business as usual:

Grow Whanganui

Whanganui & Partners has a number of ongoing programmes and activities whose successful contribution to Whanganui's economic momentum will be sustained and enhanced.

Economic Transformation

Programme	Description
Business Growth	<p>Deliver facilitation projects across priority sectors as identified by the Accelerate 25 and Te Pae Tawhiti Action Plans. Includes the Regional Business Partner Programme, convening industry cluster networks, business mentor programme, and improving access to capital.</p> <p>Undertake environmental scanning and data analysis to identify trends, issues, and opportunities to support business growth.</p>
Business Attraction & Innovation	<p>Encourage foundation, expansion, partial, or full relocation of out-of-region businesses into Whanganui, using a mix of marketing activity, lead generation and facilitation.</p> <p>Undertake environmental scanning and data analysis to identify trends, issues, and opportunities to support business attraction & innovation.</p>
Business Retention	<p>Environmental scanning to identify trends impacting on or providing opportunities for existing businesses and helping them build resilience and pursue opportunities. Includes identification of infrastructure and policy issues.</p> <p>Undertake environmental scanning and data analysis to identify trends, issues, and opportunities to support business retention.</p>
Education	<p>Regional skills audit to identify current and future skills shortages matched against available education/training programmes (gap analysis plus solutions). Marketing of Whanganui as a great education destination. Facilitating pathways to employment, further education or training.</p>
Destination Marketing	<p>Promotion of Whanganui as a desirable place to visit, live, study, and invest</p>

Partner Relationships	Ongoing engagement and undertaking joint initiatives with Iwi, government, community groups, organisations with aligned goals.
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Physical Transformation

Town Centre Revitalisation	Supporting refurbishment of buildings (upper floor apartment conversions), attracting new retail developments
Castlecliff Revitalisation	Active engagement regarding infrastructure and link to Port Revitalisation
Land Use	Raising the productive output of class 1 and 2 soils (\$ per hectare)
Infrastructure	Active advocacy at local and central government level for infrastructure required to support economic growth.

Destination Marketing

Visitor Attraction	Increasing frequency of visits, length of stay and spend through targeted promotion and marketing including funding and promotion of events.
Student Attraction	Implementing the International Education Strategy (with funding support from Education New Zealand)
Investor Attraction	Delivering business start-up programs and targeting sector specific opportunities.
Reputation	Implementing reputation strategy (local, national, and international audiences)
Demographic Specific Campaigns	Promoting Whanganui to key demographic groups such as active retirees, 24 -40 year old entrepreneurs/parents with young children, and digital sector innovators.
Ambassador Program	Program to ensure consistent service and message delivery wherever visitors go.

8. Performance Measures/Benchmark Indicators

Whanganui & Partners has identified a set of six (6) set of metrics. Whilst impacted by a range of factors not in Whanganui & Partner's control, the metrics are nevertheless important to overall district economic success. The measures will be reported against New Zealand averages for comparative purposes.

Measure	2017/18	2018/19	2020/21	2021/22	2022/23	2023/24	2024/25
Job Retention	95%	95%	95%	98%	98%	98%	98%
Whanganui Jobs Growth	+2.0%	+2.5%	+2.5%	+2.5%	+2.5%	+2.5%	+2.5%
Population	+200	+300	+500	+500	+750	+1000	+1250
Non-Resident (Whanganui) Student Enrolments	+10%	+10%	+10%	+10%	+10%	+10%	+10%
Visitor Nights	+5%	+5%	+5%	+5%	+5%	+5%	+5%
Whanganui Real GDP Growth	+2.0%	+2.5%	+2.5%	+2.5%	+2.5%	+2.5%	+2.5%

The forecast contribution to the above success measures from the major initiatives is detailed below

Objective	Initiative/BAU	Measure	2017/18	2018/19 estimate	2019/20 estimate	2020/21 estimate
Business retention Business Growth	SWOT Team	First year target number of companies assisted as part of the program	25 businesses assisted	25 new jobs (in 18/19 financial year)	50 new jobs (in 19/20 financial year)	75 new jobs (in 20/21 financial year)

		(25). Then job growth				
Job Growth	One More Job	First year program launched with 50 businesses participating. Then number of jobs created.	50 businesses participating	50 new jobs	75 new jobs	100 new jobs
Population and Job Growth	Special Economic Zone	Population and job growth.	Baseline data established and zone launched	+2.5% Jobs 50 more people	+2.5% jobs 50 more people	+2.5% jobs 50 more people
Improved Reputation, job growth, population growth	Regional Economic Development Summit	Number of conference attendees, publicity obtained, perception survey results	Conference held	Population growth	Population growth	Population growth
Increase business start-ups, job growth, Iwi entrepreneurship levels, capital raised, create a business friendly reputation	Whanganui Centre of Enterprise	17/18 is the baseline year – measures should be on number of seminars, coaching meetings, and articles	WCOE established with 10 seminars delivered and 25 entrepreneurs and/or businesses coached plus	50 new jobs 10 new businesses	75 new jobs 20 new businesses	100 new jobs 25 new businesses

		published. Then number of business start-ups and job growth	accessing regional business partner programme			
Increase visitor numbers, nights, & spend, population growth	Mobile Whanganui	17/18 measure is mobile Whanganui developed. Future years increased visitors, nights, & spend plus population growth	Mobile Whanganui built	+2%	+2%	+2%
Retain businesses, attract businesses, job growth, population growth	Port Revitalisation	Government & Private Sector investment obtained, businesses attracted, job growth	70 Jobs Retained	60 New jobs	100 New jobs	76 New jobs
Increase returns per hectare, GDP growth, job growth	Rural Enterprise	17/18 baseline year – establish returns per hectare and establish project	Collect baseline data	5 new rural initiatives identified	2-3 identified opportunities pursued with at least 1 successful	1% increase in returns per hectare of participating farmers/growers

Improved reputation, promote Whanganui as leading edge, business attraction	Yellow Project	Media coverage obtained, retail spend increase, Whanganui perceived as leading edge	Improved perception survey results	Improved perception survey results	Improved perception survey results	Improved perception survey results
Increase GDP, Job Growth	Te Pae Tawhiti & Accelerate 25	Increase in GDP and job growth	+2%	+2%	+2%	+2%
Improve skilled workforce supply, job growth	Tech/Trades Hub	17/18 baseline year – workforce data collected and tech/trades hub established	Qualified workforce data improves,	2 new jobs	25 new jobs	25 new jobs
Business Retention, Job Growth, Business Growth, Business Start-ups	Whanganui Development Fund	Fund Established	Job Retention Target met	Job Retention Target met	Job Retention Target met	Job Retention Target met

9. Governance

Governance arrangements are detailed in the Whanganui District Council CCO Governance Manual