

Nelson Regional Development Agency

Six-month Shareholder Report

December 2020





Introduction & Background

The Nelson Regional Development Agency (NRDA) exists to make a difference to the future prosperity of Nelson Tasman, with a current focus on the recovery and regeneration of the region from the economic impacts of COVID-19, through leading Project Kōkiri. The purpose of this report is to provide the Shareholder with the NRDA six-month report as part of the requirements of our Statement of Intent (SoI).

Our economy continues to be very vulnerable to the impacts of COVID-19 and the global recovery will be long and uneven. Despite some great success stories and positive economic reports, we know that many businesses are struggling - the region is missing the international visitor spend that we have traditionally relied on and there is ongoing uncertainty around alert levels which is putting huge pressure on many in our community.

It is essential we remain focused on our economic recovery and reflect on the importance of the work we do in supporting the region's businesses and advancing economic development in the region. Over the past year, we have been recognised nationally for our work in navigating COVID-19 and the NRDA is in a strong position to continue that good work and to look to the next steps for recovery and regeneration.

This COVID-19 crisis has been a catalyst for many. Business conditions are still difficult, but businesses are cautiously optimistic about the future. The upcoming 12-month period however might be stressful and how businesses manage cashflow and inventory as well as iterating their products will be key. While the challenges vary across sectors and markets, the simple reality is that no business is able to survive unless it adapts to the circumstances. Tourism, Hospitality and Event sectors will be most affected.

There are still many issues in front of us now such as access to markets; the changes within the markets themselves i.e tariffs/increased regulatory barriers/competitors price drops; supply chain disruption (both sea and air); digital e-commerce; the difficulty of borders and travel. Across the Government agencies, and in the business community, we know what the issues are and are very focused on dealing with what we can see in front of us.

Highlights for July-Dec 2020:

For the July-Dec reporting period we are on track to achieve 42 of the 45 performance measures contained in our SOI, including being ahead of the financial performance targets, which is very pleasing given the impacts of COVID-19 on our economy, stakeholders, and team.

1 Targeted Business and Innovation Support

1.1 One-to-One Business Continuity Service

The Regional Business Partner Programme provided an additional \$0.9m in funding for the delivery of a one-to-one Business Continuity Support Service and Tourism Transition Funding across Te Taihū, which has taken place both before and during the reporting period. Since the March 2020 lockdown, we have supported over 2,000 businesses through this service. Over 500 of these were provided with COVID-19 related resources, advice and connections – including exploring individual



circumstances, understanding the assistance packages and helping to build the applications etc.

Examples include:

- MSD - wage subsidies
- IRD – Tax subsidies/6-month Mortgage Holidays/Re-estimation of provisional tax payments/extension of filing dates for income tax returns/provisional tax threshold increased to \$5k.
- Tenancy Services - Commercial Leases and enquiries about landlord obligations.
- Essential Services – lots of questions around: what is it, criteria, where do we go to register as an essential service.
- 'Business Finance Guarantee Scheme' (BFGS) – bank loans underwritten by government.
- 'Small Business Cashflow Loan Scheme' – government's direct loan scheme, this was administered via IRD.
- NZTE / MFAT - Trade & regulations.
- NZTE Air Freight – NZTE paid for selected flights, for Air Freight as many NZ exporters were having issues transporting their goods.
- Insolvency – the Govt introduced legislation to make changes to the Companies Act to help companies facing insolvency. Changes around director liabilities, debt hibernation.
- Free webinars (there were 150+ during COVID period). Mostly from Icehouse, Katabolt, and Regional Business Partner Programme.

Our business community has been relying on this service to get through some extremely difficult times and we have noticed a shift in the types of support being required. In the early stages, it was focused on wage subsidies and government support but as things have evolved so too have the needs of the businesses we are talking to. Understanding cash positions and future scenarios came next, followed by a surge in enquiries about how to use digital tools to enhance business. The global disruption in manufacturing and freight mean that supply chain issues are a strong focus at present. These are completely new challenges for businesses in our region and they come from the key sectors underpinning our economic recovery.

1.2 Regional Business Partner Programme

NRDA holds a contract with New Zealand Trade and Enterprise to deliver access to a range of Government support for businesses. This support is largely in the form of access to Research and Development funding and expertise, but also includes training vouchers to assist with the cost of upskilling and access to business mentoring programmes.

NRDA has engaged fully with 316 companies during the reporting period, and processed one-off enquiries for a further 100 businesses. 160 businesses are still being intensively case managed, evenly split between Nelson and Tasman. Funding of \$1.8m has been approved as at 31st December 2020 across a range of projects in sectors such as food & beverage, agriculture, technology, marine, engineering and manufacturing. Maintaining a net promoter score of +91 is also pleasing, demonstrating an exceedingly high level of customer satisfaction with the services being provided.



1.3 Regeneration Accelerator Programme

The Nelson Tasman Innovation Clusters Project is an intervention initiated as part of Project Kōkiri: Nelson Tasman's Covid-19 Economic Recovery and Regeneration Plan. The Innovation Clusters Project aims to improve our region's productivity by developing a model to support medium-sized enterprises in key industries and with long local supply chains, to solve common problems through collaboration. We have completed the research and insights phase of the project reviewing 600 Nelson businesses to understand need using multiple criteria and consulting with 40 Nelson Tasman businesses to gather insights in depth.

In the second half of the year, we have moved into designing a programme identifying cluster focus areas, target participants and development of a programme of work.

Clusters have been identified as:

- Food & Beverage
- Horticulture – Cross-sector across the value chain.
- Technology Capability – Cross-sector collaboration to identify skills/capability gaps.

1.4 Mahitahi Colab to support COVID-19 recovery.

The region has a very high number of Small to Medium Enterprises, 92% of them very small (fewer than 10 employees). This presents many challenges for business owners in trying to develop their business whilst at the same time working in the business. However, it also presents strong opportunities for the region to provide targeted support for business expansion and value add.

The Mahitahi Colab joint initiative, of which NRDA is a part, has engaged Co.Starters – Nelson-based business development specialists – to deliver business development workshops to groups of businesses/potential businesses, covering a range of subjects such as product development, business expansion, scale-up and so on. To date Mahitahi has delivered two Co.Starters cohorts, each of which involved 16 start-up businesses. We have also secured PGF funding to partner with The Food Factory – a shared, co-working facility in Nelson for food and beverage development and production - to deliver a Food and Beverage-specific Co.Starters cohort in Q1 2021. Furthermore, we have secured a contract with MSD to deliver a wrap-around start-up support programme (which will include Co.Starters for some clients) to MSD clients who express an interest in starting a new business.

Beyond the Co.Starters programme, Mahitahi Colab continues to provide a hub for business networking, co-location and connecting business communities. We have so far this year hosted 40 events, attracting 1558 attendees, with strong forward bookings. Event organisers ascribe high value to holding events in a space shared with NRDA, the Chamber of Commerce, and NMIT, as it is seen as a place where business happens. Examples include:

- Regular Nelson Angels investment group pitch evenings



- Techweek event explaining and showcasing the work being undertaken by the Nelson AI Institute
- Te Taihū Māori Business Network Members Hui
- Sustainable Business Network Sustainable Business Awards
- Nelson Young Professionals Professional Development Series
- Labour and National Party pre-election talks
- Local election candidates debate
- Institute of Directors talk on Governance for Not for
- Social Impact Nelson Tasman – Ecosystem mapping event

We now have approximately 100 Colab regular users, 22 of whom are co-working tenants, as well as housing Pareto Business Solutions (the NMIT student consultancy business solving real-world issues) and a steady stream of enquiries which is great validation for the Colab concept.

2 Capability Building and Job Creation

2.1 Interim Regional Skills Leadership Group.

NRDA is a member of the iRSLG which focus has been around seasonal staff attraction for the horticulture and fishing sectors.

- Both sectors rely on a significant amount of imported labour to deliver their functions (ranging between 20-90% of their workforce) and while there is an increasing supply of NZ labour, the shortfall is projected to be significant.
- The iRSLG is working on enabling a 4-phase strategy:
 1. Understanding and defining the need (skills and timing (the majority are required March-June))
 2. Attracting NZ'ers to assist in the short-term through We've Got This Labour Attraction Campaign and MSD job matching.
 3. Working with Government on overseas labour supply for the short-term (e.g. RSE)
 4. Medium-longer-term industry career pathway programmes

Because of the border closures the region does not have the usual supply of seasonal workers and working holiday visa holders upon whom the horticulture sector in particular has usually depended for the harvest period. This has resulted in a significant shortage of labour which threatens not only the seasonal work of harvesting but also the permanent jobs associated with year-round business operation.

We have facilitated an interaction between the horticulture industry and Government to assess various aspects of their current seasonal labour challenges. As a response to the immediate need we have secured industry and Government support of \$80-100K for the development of a seasonal worker attraction campaign which will commence in February 2021.

For the longer term we are also working on scoping a longer-term harvest technology adoption project, with the ultimate aim of reducing dependence on overseas seasonal workers whilst increasing industry labour productivity overall.



We are starting to see the early benefits of having a good communication channel between the region and Government as well as coordination of activity on the ground.

2.3 Employment/Skills development

The region has a number of challenges related to employment and skills, especially for young people. NRDA is making good progress in a number of initiatives within an overall workforce development programme, which aims to address some of these challenges and to build long-term pathways for our people into employment in our key sectors.

- NEETs are young people who are 'Not engaged in Employment Education or Training'. There is a tendency for NEETs to remain unengaged and potentially become long-term unemployed, and so it is a priority to support these young people towards better outcomes. We have completed a research project to understand the gaps for supporting NEETs impacted by COVID and have formed a recommendation for options that could be trialled in the first half of 2021. A report containing our conclusions will be presented to the funders group (TDC, NCC, MSD and MOE) in mid-January and next steps will be agreed.
- With the support of MSD, we have worked with the Nelson Tasman Innovation Neighbourhood (NTIN) – a collaboration of local employers who are working together on shared issues - the Nelson Tasman Summer Intern programme launched in December with 10 interns employed in the region. This includes a social and personal development wrap-around programme for each intern.
- We have also completed a scoping project for the development of a work placement programme with recommendations for how Mahitahi Colab can support NMIT students connect further with the business community, while in or as part of their study, which we will work through in the new year.
- The Nelson Tasman Graduate Programme development is well underway with the aim to launch this in time for the University recruitment sessions in 2021, so businesses can hire a cohort of students for 2022.
- We are part of a regular forum for key stakeholders in the youth employment space – including MSD, MOE, TEC, iRSLG, NCC, TDC and others to share activity, learnings, and ideas, with the aim to be more collaborative and effective in delivery.

3 Business and Investment Attraction

3.1 Targeted Business Relocation Programme

NRDA seeks to attract existing businesses to relocate to Nelson-Tasman, building on our attractive regional proposition and advantages.

The focus for July to December has been on research, engagement and planning, with the decision to delay the majority of in-market activity until 2021 due to timing around COVID recovery and where businesses attention was focussed. However, we did still utilise the 'We've Got This'



campaign to profile and showcase local business stories and build our value proposition for business attraction.

We have engaged with a range of businesses in and out of region to define and test Nelson Tasman's live, work and do business proposition (and any changes post COVID) to help inform activity. We also worked closely with the Nelson Tasman Innovation Neighbourhood who identified Business Attraction as one of their top two priorities during an ideation session in July, to shape up their activity in this space and clarify how this interlinks with regional activity.

Preliminary work to prepare for our key business attraction activity was also completed. This is focussed around a Tech Week event showcasing Nelson Tasman businesses who are applying Science and Tech in order to "Be Good Ancestors" in line with the aspirations of the Te Taihū Intergenerational Strategy. Tech Week will include:

- Hosting a group of target out-of-region businesses in the region to attend the event and experience Nelson Tasman as a place to do business and live.
- Live streaming of the event and out-of-region marketing, along with accompanying storytelling and media activity.

3.2 Targeted Investment and Skills Attraction

In addition to attracting businesses to relocate to Nelson Tasman, NRDA also seeks to attract investment and skills/talent attraction to benefit existing local businesses.

The initial approach to investment attraction was centred on the Projects Pipeline which is discussed under heading 7. Running in the background we engaged in ongoing liaison and exploratory discussions both with agencies such as NZTE and MBIE, and with businesses and developers. Intended work around investor or global impact work visas inquiry management activity has been stalled by border restrictions.

As outlined in 2.1 above we worked closely with the iRSLG around seasonal labour challenges for the horticulture sector due to the lack of international workers. This included facilitating multiple workshops and discussions with industry and government to understand the challenge and workshop how we could address it – with the resulting Labour Campaign due to launch in February 2021.

4 Stimulating Local Spending and Visitation

The border closure caused by COVID-19 obviously put a stop to international visitation, with no indication of when that might change. The loss of revenue will really start to bite when summer is over and will be a problem for some considerable time to come. Conversely, the inability of kiwis to travel overseas themselves presented an opportunity for Nelson Tasman to capitalise on the expected increase in domestic visitation. Alongside this was the desire to stimulate pride in our locals and encourage them to enjoy their own region, support our local businesses and come together to celebrate the region.

To address this three-fold scenario, NRDA launched the "We've Got This" campaign in June 2020 with tremendous success. The campaign has now reached an audience of 2.6 million through direct



channels (Facebook and Instagram) and digital engagement is continuing to achieve a rate approximately 3-4 times higher than the industry average. The two Nelson Tasman Adventure Challenges, designed to get locals and visitors out exploring the region, were major successes. 510 teams participated comprising 973 players completing 6,425 challenges in the region, supporting local businesses, and doing something new.

Apart from direct participation and spend, the campaign has resulted in huge media exposure for the region. The New Zealand Herald, with an audience of 1.632 million readers, has featured 72 local businesses across 45 articles. 109 local businesses have featured in Stuff articles about Nelson Tasman since June 2020 and a collaboration with Destination Marlborough and Destination Kaikoura resulted in 32 pages of editorial content distributed to an audience of 135,000.

Overall Tourism Electronic Card Transactions (TECTs) domestic visitor spend for the July to December 2020 period was \$128m, compared to \$103m in 2019 – an increase of 24%. However, it is important to note that this additional \$25m of spend, while very welcome, does not fully offset the loss of International spend during this period.

In terms of international tourism, NRDA continues to work on maintaining and rebuilding the international network of contacts, agents, media and inbound tour operators that was significantly impacted by the global border closures and travel restrictions. Many of these individuals and businesses have disappeared and we are working to ensure that when the borders do reopen, especially when a Trans-Tasman bubble becomes possible, we will be ready to take action.

Supporting local and social procurement policy and campaign

We assisted Social Impact Nelson Tasman (SINT) with the planning of a Social Procurement workshop in partnership with Akina Foundation. Attendees on the day included the CE of NCC and senior managers from larger businesses in the region such as New Zealand King Salmon, Chia Sisters Wakatu and the DHB.

Following the workshop a second event was held by SINT to start an eco-system mapping project for the Nelson Tasman Region. The purpose of the workshop was to identify not-for-profit organisations and companies working with a strong social impact focus.

Social Impact Nelson Tasman (SINT) have become less active over the last couple of months due to a key member of the team leaving and funding from Akina coming to an end, therefore progress has halted on this project at this time.

5 Local Government Stimulus

Not an NRDA activity.

6 Visitor Destination Management

6.1 Destination Management Plan

NRDA is the Regional Tourism Organisation for Nelson Tasman. In the past, most RTOs simply engaged in Destination Marketing – promoting the region by advertising and showcasing whatever is



here. NRDA has moved past this to the more comprehensive Destination Management activity, which places locals at the heart of our planning – a very different approach. It encompasses many factors such as actively working with businesses, Councils and other organisations to improve the long-term wellbeing of our region, strike the balance between visitor arrivals, and what is best for the community who live here, as well as incorporating considerations of climate change, environmental protection and future resilience to benefit visitors and locals alike. Planning is based on these three pillars:

- Benefit our Communities (Proud Locals; Better Jobs; Local Ambassadors)
- Enable / support our businesses (New Collaborations; Sustainable Operations; Profiling other sectors such as Food and Beverage)
- Optimise our sector (Attract investment; Innovation; Productivity Gains)

The Destination Management Plan is progressing at pace with a draft currently out for consultation with the sector and final delivery will be the end of FY21. The plan focuses on developing a visitor sector that is good for visitors but also good for the community and recognising that we need both of those things to work. It places a huge emphasis on “reducing our footprint” through supporting operators to create more sustainable experiences.

The DMP focuses on developing our visitor sector experiences in the following areas:

- Arts & Culture
- Food & Beverage
- Low Footprint (low carbon) Journeys

The Food and Beverage Tourism Plan is already under development and will leverage visitors as a market development channel for local F&B companies.

6.2 Events

Community and Major Events

NRDA manages the NCC Events Fund, which is designed to showcase the city, attract spend from out-of-region, deliver good return on investment for Council and provide residents with more and better-quality sporting and recreational events – a recent highlight being the Black Ferns v Barbarians event. Funding decisions are made by the Events Development Committee, which includes NCC and NRDA staff.

In addition to the management of this fund, NRDA liaises across other regional organisations to deliver related activity to drive maximum economic benefit from the events themselves – such as city centre activations. NRDA also administers the Community Events Fund, which supports community wellbeing.

To date NRDA has supported major events that have attracted 12,800 out of region attendees, generating a ROI ratio of 38:1, well in excess of the Council target of 20:1.

The following events are a selection of those which were approved in the 6 months to 31 Dec 2020.



- Top of the South Film Festival Nov 2020
- Marchfest 2021, 2022 & 2023
- Adam Chamber Summer Celebration 2021
- America's Cup ETNZ Fan Zone Mar 2021
- Netball Tactix x 3 matches Jun & Jul 2021
- Santa Parade 2020

In addition to the NCC Events Funds, NRDA has secured approximately \$900K in events funding for the Nelson Tasman region over the next four years from the MBIE Regional Events Fund. The purpose of this funding is to drive implementation of a Te Taihu events programme, which will complement the NCC funds to deliver seven categories of activity: Business Events, Food & Beverage Events; Sporting Events; Arts & Culture Events; Inter-regional Event across Te Taihu; Event Accelerator programme (building capability and capacity to deliver); and event success and impact measurement.

Business Events

Business events vary from industry-specific conferences to company annual conferences, and various other types of gatherings. Delegates at these events often tag on an extra day or two either side of the conference to enjoy the region, and may bring partners or family with them. On a per-capita basis this tends to deliver very high spend. Business events deliver multiple benefits – not just the returns to accommodation and venue providers, but the spin-off spend in retail, hospitality and recreational businesses, and importantly the exposure of Nelson Tasman to delegates who are often highly-skilled, may have in-demand talents and who may be attracted to live, work or play in Nelson Tasman.

The Business Events pipeline collapsed during the COVID-19 national lockdown and the subsequent Auckland lockdowns exacerbated the uncertainty and perception of risk; many planned events were cancelled or postponed. NRDA is working to rebuild this pipeline, and proactively engages with the business events community across New Zealand to attract organisers to choose Nelson Tasman. Once secured, we work to ensure organisers are well-connected with all of the attractions and services in the region. We have been working with local conference organisers on the biggest conference to land in Nelson since 2014. Over 550 delegates from across New Zealand are being hosted in the region this week from March 24 to 26, for the New Zealand Planning Institute conference. This was originally scheduled for April 2020, but due to COVID-19 it was moved to 2021. This conference will have a significant positive economic impact on the region, injecting at least \$500k into the region's economy.

To date, we have contributed to the attraction of 558 out-of-region delegates attending business events during October to December.

6.3 I-Site

- The i-SITE has continued to deliver an essential service to both our visitors and locals alike, remaining flexible and responding to the change in alert levels as required. The iSITE has seen 25K of customers through the doors over the six-month period down 47% for the same period last year:



- Locals 57%
- Domestic and 33%
- International 10%

Compared with the same period last year:

- Locals 12%
- Domestic 9%
- International 79%



Maintaining a customer satisfaction of (4.5/5) and is currently tracking ahead of budgeted financial targets.

The i-SITE model continues with its challenges and we are working closely with i-SITE New Zealand on the future network strategy.

7 Regional Projects Pipeline

As part of Project Kōkiri we initially developed a framework for the Pipeline – including templates, processes, and criteria. However as the policy direction of the returned Government started to become apparent, and following business consultation, it was determined that we should move away from an individual project-based approach and instead take on an issues-based “initiative and intervention” focus.

Resources were refocused onto the Nelson Tasman Regional Economic Development Briefing, which lays out for Ministers and others the key economic sectors, regional challenges, and opportunities for us to partner with central government in pursuit of their policy objectives. During early 2021 this work will lead into the development of a Nelson Tasman Economic Recovery and Regeneration Plan, at which point the Pipeline will come back into discussion as a tool to help realise the Plan.

8 Project Kōkiri Management and Operations

Project Kōkiri drives all NRDA delivery activity as outlined above. The Project Kōkiri Leadership Team meets every six weeks and since the delivery of the initial Nelson Tasman Economic Response and Regeneration Plan – immediate and short term response to the COVID-19 economic and social



impacts – the Leadership Team as gone on to create the Nelson Tasman Regional Economic Development Briefing.

The Briefing is designed to inform the incoming Government and new Ministers as to our regional strengths, challenges, priorities and opportunities to collaborate with Central Government in the pursuit of policy objectives. This can be viewed here: <https://projectkokiri.nz/RegionalBriefing.pdf> . It also contains a strong set of messages, that through the Project Kōkiri Collaboration, the region is well aligned and ‘match fit’ to progress a more productive partnership with Government in relation to their economic development investments in the region. The briefing is designed to be the start of the conversation and to date has generated great feedback and further engagement from briefings with the Minister of Economic Development, Tourism, Forestry and Small Business, The Minister of Agriculture, and some other key Government Caucus members. We have an engagement programme in place to utilise the briefing with our local MP’s and a range of key local and national stakeholders in both the public and private sectors.

Building on this work, the next area of focus starting in January 2021 will be developing Project Kōkiri 2.0 (Nelson Tasman Economic Recovery & Regeneration Plan). It will be the blueprint for the economic development direction for Nelson Tasman as a whole for the next five years in service of the aspirations laid out in the Te Taihū Intergenerational Strategy <https://www.tetauihu.nz/#the-strategy> . The five-year horizon gives us the ability to continue to deliver on our initial COVID-19 response whilst shifting our attention to the “Regeneration” aspect of Project Kōkiri which was always intended to be the next phase of work. This will lay out the work that we as a region will actually do.



Six month – Sol Performance Measures reporting (July 1st 2020 - December 31st 2020)

Key Performance Measures Summary		
<i>This summary reports progress against the 45 Key Performance Measures contained in the 2020/21 Sol</i>		
Status	Description	Number
Change of status for the period. None		0 (0%)
Green	On time, on budget, performing as anticipated	42 (93%)
Amber	Potential impacts – requires monitoring:	0 (0%)
Red	Significant delay or impact upon ability to deliver on time and/or on budget	3 (7%)
5.2 Community and Major Events: attract 50% from out of region. As indicated in the Q1 report we will not hit this target due to the impacts of Covid. The additional Government support for the regional events plan will assist to mitigate this impact in the longer-term, but not by June 2021.		
5.2 Business Events: attract 2000 out-of-region delegates. As indicated in the Q1 report we will not hit this target due to the impacts of Covid.		
5.3 International Marketing: 50 Australian trade and media hosted and trained; and 4 in-market trade training events. As indicated in the Q1 report, while borders remain closed due to COVID, we are focusing on on-line delivery of this function, however the hosting of Australian trade and media in person is not possible which means we will not hit this KPM.		
Focus Area	Key Performance Measures	Status
Connecting our clever people and companies with opportunities to recover, grow, innovate and collaborate.		
1. Targeted Business and Innovation Support		
1.1 Responsive one on one business continuity service (Regional Business Partner Programme)	a. Delivering RBP support to over 400 companies, attracting in excess of \$1 million in RBP funding and a customer satisfaction net promoter score of +60 across the RBP programme by June 2021	✓
	b. Targeting a minimum of 30% of businesses from any one district.	✓
	c. 20 Tasman and 20 Nelson businesses intensively case managed.	✓
1.2 Targeted business recovery and regenerate accelerator programme	a. Establishment of at least 3 business enhancement clusters with up to 12 companies per cluster.	✓
	b. At least 40% of the companies involved in the research and invited into the programme will come from each district.	✓
1.3 Reposition Mahitahi Colab to support Covid-19 recovery	a. Mahitahi Colab hosts at least 50 business and talent collaboration events attracting 1500 attendees.	✓
	b. At least one COVID recovery and regeneration Co.Starters programme delivered with at least 10 potential start-up's participating.	✓
	c. The Student consulting programme has at least 10 students involved, and they have delivered services to at least 10 Nelson Tasman clients.	✓
Positioning the Nelson Tasman region as a place where talent, visitors and investment want to be, and young people can thrive.		
2. Capability Building and Job Creation		
2.1 Interim Regional Skills Leadership Group (iRSLG)	a. NRDA making a proactive contribution to the iRSLG programme.	✓
2.2 Coordination of labour market services and recovery activity	a. Engage all 12 targeted schools (staff and students) in the region in the Education to Employment Brokerage Service (EEB) and facilitate the opportunity for students and school staff to be able to attend at least 4 industry sector expo/information events.	✓



	b. Identify, trial, and evaluate up to two appropriate interventions that will help young people who are at a disproportionate risk from the economic fallout of Covid-19, avoid or recover from NEET status.	✓
2.3 Coordinate Education and Skills development activity	a. Establishment of work placement programme with at least 20 businesses and 20 students engaged.	✓
	b. An increase to at least 20 students engaged in the intern and grad programme.	✓
3. Capability Building and Job Creation		
3.1 Targeted business relocation programme	a. 10 target businesses relocation pitches presented including highlighting the benefits of being located in the urban centres of each district.	✓
3.2 Targeted investment and skills attraction to assist existing businesses in region	a. Facilitating investor or global impact work visas inquiries in a timely manner. (COVID restrictions dependent)	✓
	b. Facilitation of an appropriate targeted skills attraction initiative if identified by labour market activity.	✓
Promoting the destination as a place of choice for visitors, talent and business.		
4 Stimulating local spending		
4.1 Campaign initiatives and activations to encourage those who can, to support and buy local, build confidence, and pride in the region, and generate national exposure to support the recovery of domestic tourism to Nelson Tasman.	a. Campaign launched by 20th July.	✓
	b. Campaign achieves a digital content marketing engagement level that is above the national industry avg.	✓
	c. Over 500 businesses from across the region are engaged in the campaign, with at least 40% coming from each district.	✓
	d. Registration of at least 1,000 Nelson Tasman Expats to promote the campaign.	✓
	e. Two in-market activations, 1 in Wellington and 1 in Auckland that secure national attention.	✓
4.2 Supporting local and social procurement policy and campaign	a. Social Impact Nelson Tasman and the NTCC level of satisfaction with NRDA support of the delivery of this activity.	✓
5 Visitor Destination Management		
5.1 Destination Management Restart and Recovery Plan	a. Regional destination management plan completed and endorsed by key stakeholders by June 2021.	✓
	b. Development of 3 theme-based journeys within the region and 1 connecting Te Taihū.	✓
	c. Production of 2 visitor sector product development investment cases and 2 early-stage product development feasibility studies. With at least one in Tasman and one in Nelson City.	✓
5.2 Support the reactivation of Events including Business Events	a. Through the NCC events fund, support at least 12 community events and major events contributing to the attraction of over 15,000 major events attendees (50% from out-of-region) delivering a return on event fund investment ratio of 20:1	X
	b. Contributing to the attraction of 2,000 out-of-region business event delegates, at an average of 2.5 nights each (5,000 room nights), with 75% between March-November for events to take place within the next three years.	X
5.3 Reactivation of international marketing	a. 50 Australian trade and media hosted and trained, and 4 in-market trade training events attended or led (incl. virtual) with 200 referrals by June 2021.	X
5.4 Reactivation of the Nelson i-SITE	a. Minimising the level of COVID impact on the Nelson i-SITE while maintaining a Customer Satisfaction Rating of 80% of 4/5 and 5/5 ratings. (i-SITE data)	✓



	b. Agreeing and implementing a long-term sustainable future i-SITE business model, within the context of meeting Councils expectations and the revised national business model.	✓
Regional Competitive Advantage and Regeneration Initiatives		
6 Regional Competitive Advantage and Regeneration Initiatives		
6.1 Regional Projects Pipeline that will identify and facilitate investment ready proposals around our areas of key competitive advantage	a. At least 50 organisations engaging with the Pipeline triage process and receive the business support offered by the Pipeline team.	✓
	b. Of those Project Proposals which are developed to an investment ready stage, 20% are successful in securing investment.	✓
Management and Operations		
7 Management and Operations		
7.1 Project Kōkiri Management and Operations	a. Engaged with over 3,000 businesses across the region through communications channels to keep them informed with up-to-date information.	✓
	b. Direct participation and engagement through virtual events from over 500 individual businesses, with at least 40% coming from any one district.	✓
	c. Maintain economic data insights, provides timely reports and regional COVID impact related information on a regular basis.	✓
	d. Proactively engage with the leaders of Kia Kotahi te Hoe, the Nga iwi o Te Taihū Transition and Recovery Plan and provide support where appropriate.	✓
	e. Provide input to at least four COVID economic development related stakeholder working groups and at least 10 regional collaboration projects in Nelson and Tasman.	✓
	f. Proactively contribute to the COVID Recovery Pou Leads Forum.	✓
7.2 NRDA Organisational Sustainability and Culture	a. Annual Stakeholder engagement survey demonstrates that at least 60% of respondents are positive about NRDA's service.	✓
	b. The NRDA maintains a balanced budget.	✓
	c. NRDA delivers a clean Audit.	✓
	d. Zero lost-time work injuries.	✓
	e. The CEOs 360 review demonstrates an engaged and valued team with improvements shown within any identified areas for improvement.	✓
	f. Every staff member completing at least one Professional Development activity annually.	✓



NRDA 6 MONTH FINANCIAL REPORT - for the period ending 31 December 2020

The financial results for the first six months of operation show that the organisation is currently tracking ahead of budget. This is primarily due to increased activity and focus of resource in response to COVID-19 impacts which has resulted in leveraging our Local Government investment to secure additional Central Government funding. It is worth noting this funding is of a short-term nature to support the COVID response. Support from the Private Sector was also higher than anticipated and the i-SITE services have performed better than expected with both locals and the domestic market utilising their services. Expenses are under budget overall due to the tight management of expenditure and timing fluctuations. We are expected to have a higher level of expenditure over the next six months with a shift of emphasis to COVID recovery and rejuvenation activity. NRDA is on track to deliver a balanced budget at year end meeting our SOI financial targets.

Statement of Comprehensive Income

Revenue:	Act Dec 20	Budget 20
Core Shareholder Funding	\$ 831,122	\$ 829,998
Central Government	\$ 619,849	\$ 524,998
Private Sector Investment	\$ 72,973	\$ 10,670
Local Body Funding	\$ 78,056	\$ 30,498
Trading Income	\$ 21,349	\$ 12,280
Other Income	\$ 4,266	\$ 5,310
Total Revenue	\$1,627,615	\$1,413,754
Less Operating Expenses:		
Business & Innovation Support	\$291,074	\$301,071
Capability Building & Job Creation	\$120,461	\$135,691
Business Investment Attraction	\$69,772	\$138,964
Local Spend & Domestic Visitors	\$278,029	\$250,325
Visitor Destination Management	\$384,978	\$308,914
Competitive Advantage & Regeneration	\$57,064	\$73,538
NRDA & Project Kōkiri Mgmt. & Ops	\$225,994	\$248,521
Total Operating Expenses	\$1,427,372	\$1,457,024
Operating Surplus (EBITDA)	\$200,243	(\$43,270)
Depreciation/Interest	\$47,471	\$47,398
Operating Loss (EBT)	\$152,772	(\$90,668)

Source: NRDA Management Accounts 31 December 2020

Statement of Financial Position



As at December 2020

<u>Assets</u>	2020
Bank Accounts	\$1,155,931
Accounts Receivable	\$793,622
Other Current Assets	\$24,151
Prepayments	\$14,283
Stock on Hand	\$23,950
Total Current Assets	\$2,011,937
Fixed Assets	\$117,113
Total Assets	\$2,129,050
<u>Liabilities</u>	
Accounts Payable	\$175,375
Accrued Expenses	\$161,507
GST	\$88,169
Income in Advance	\$1,168,964
Other Current Liabilities	\$86,284
Total Liabilities	\$1,680,299
Net Assets	\$448,751
<u>Equity</u>	
Retained Earnings	\$248,751
Issued Capital	\$200,000
Equity	\$448,751

Source: NRDA Management Accounts 31 December 2020