

**CONFIDENTIAL**

**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

24 February 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 9.15am on Thursday 24 February 2022 held at CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1-19 Fitzherbert Street, Palmerston North.

**Members Present:** Bobbie O'Fee (Chair), Paul Bayly, Margy Maré, Dave Norman, Robbie Pickford and Francene Wineti.

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Guests:** Jacqui Middleton, Finance and Operation Manager, Janet Reynolds, Marketing and Communications Manager, Nats Subramanian, Business Development Manager, and Sara Towers, Talent and Skills Manager, joined the meeting at 9.47am.

**MINUTES OF THE MEETING**

**335-22 Directors Only Session**

The CEO and Board Secretary left the meeting at 9.15am and re-joined the meeting at 9.47am.

**336-22 CEO Report**

CEO advised he has been focusing on these two major projects:

**3. Food Strategy**

- Stage one of the strategy will be completed by end of March, which Palmerston North City Council has funded for \$100k.
- There is currently no scope or budget allocated for stage two through to the end of the 2021-22 Financial Year. Noting that there may be an underspend on stage one that can be allocated toward this, and there is provision in the 2022-23 budget in the Draft Statement of Intent.
- There is a challenge to include all the wider food sectors in the strategy.
- Francene raised concerns regarding Māori engagement in stage one of the strategy. Only including this from stage two is less than ideal and may become problematic. There is a great deal of support from Chair of Whanganui Partners, Nga Rauru iwi, the Te Tai Hauauru Regional Director for TPK and Mavis Mullins, significant leader of Māori business, and Chair of Atihau-Whanganui Incorp. And support of wider group of key Māori

business leaders in the region to be involved in the strategy, it is complex, but it also needs to be correct.

- The Board Members asked the CEO to request Malcolm Bailey to attend the next Board Meeting to present on the agreed deliverables and outcomes to date.
4. Te Utanganui: The Central New Zealand Distribution Hub Strategy
- The project is progressing well.
  - The next phase to move this forward is investment.
  - Traffic light restrictions are creating issues in the ability for Ray Mudgway to commence face to face meetings in Wellington.
  - There are clear outcomes for this year tabled with the CEDA Lead Team.
  - The Board Members asked Ray Mudgway be invited to the next Board Meeting to present the long-term timelines for the project (5-10 years).
5. Stakeholder Engagement
- The Board Members appreciated the CEO advising them of his past and future planned engagements.
  - The Board Members advised they are happy to attend any events to increase the visibility of CEDA. The CEO will email the Chair any invitations or information of upcoming events, so Board Members are aware of them.
  - CEDA is having a follow up visit to Venture Taranaki. Francene advised to contact her with regards to koha.

### **337-22 Marketing and Communications Led Projects**

Destination Management: Te Urungi - Innovation Aotearoa fund from the Ministry of Culture and Heritage is a successful project for the Manawatū and Whanganui region. It has strengthened CEDA's relationship with Rangitāne.

CEDA will manage the fund and the budget outlines on what the funds are to be spent on. This is a twelve month project to July 2023.

The contract will be received this week and the Ministry of Culture and Heritage will publicise next week.

### **338-22 Business Development**

Business Attraction, Retention and Expansion strategy framework is being developed.

Regional Business Partner Programme bid document has been submitted and CEDA is expecting to hear the outcome in April 2022.

New Zealand AgriFood Talks has been postponed with a decision on any potential rescheduling (possibly September) to come.

### **339-22 Talent and Skills**

MidCentral DHB Accelerate Academy pilot for the health sector, if successful may be picked up by other DHBs. An initiative to encourage Māori and Pacific

secondary students to consider the different careers options in the health sector.

NZ Career Expo to be held on 17 June 2022, in place of the Sort It expo. Subsidies to be offered to local businesses as an incentive to exhibit at the expo. This will be communicated via Feilding District Promotions and Manawatū Business Chamber.

Infrastructure and Construction marketing campaign ends in March 2022. Will be completing a review with SeeMe Media and AWF. The next campaign will be targeting the Food and Fibre sector, followed by Distribution and Logistics.

The Board Meeting stopped for morning tea at 10.54am and recommenced at 11.30am.

### **340-22 CEDA Operations**

Half Yearly Report, draft Statement of Intent and Annual Budget, Jacqui thanked the Board Members for their feedback.

Board Members discussed the budget and asked for clarification around the current year end forecast.

The Board Members agreed to a planning/strategy workshop between the Board and Management to review the following:

- CEDA vision and goals
- Future aspirations and diversification of funding options
- Service performance outcomes and how these are measured, to be reflected in future SOI's.

The Board Members approved the Statement of Intent and Annual Budget.

**Margy Maré/Bobbie O'Fee**  
**CARRIED**

The Board Members approved the Half Yearly Report.

**Robbie Pickford/Dave Norman**  
**CARRIED**

Policies

- Health and Safety Policy/COVID-19 Risk Assessment
- Sensitive Expenditure Policy
- Travel Policy – use on internet overseas at best applicable rates

The Board Members approved these policies subject to above amendment.

### **341-22 Financial Statements**

The Board Members received the Management Financial Reports for December 2021 and January 2022.

Jacqui Middleton, Janet Reynolds, Nats Subramanian and Sara Towers left the meeting at 12.34am.

The Board Meeting stopped for lunch at 12.34am and recommenced at 1.02pm.

**342-22      Declarations of Interest**

Declarations of Interest were provided by email from David Norman and Paul Bayly.

**343-22      Confirmation of Minutes**

Consideration was given to the minutes of the meeting held on 30 November 2021.

**RESOLVED** that the minutes of the meeting held on 30 November 2021 be confirmed as a correct record.

**344-22      Matters arising from the Minutes**

There were no matters arising from the minutes.

**345-22      Action List**

All actions are completed or addressed in the current Board meeting.

**346-22      Health and Safety Report**

There were no other health and safety or wellbeing issues to report.

**347-22      Audit and Risk Committee Draft Charter**

It was noted to change the wording from Constitution to Charter on the document.

The Board Members adopted the Audit and Risk Committee Charter.

Chair advised Margy Maré has been appointed the Chair of the Audit and Risk Committee.

**348-22      Ratification of Out of Cycle Resolution to enter a Contract of Service with Malcolm Bailey and Francene Wineti**

The Board Members ratified the resolution to enter the contracts of service.

**349-22      General Business**

The Board Members discussed their preferences for the Board papers, including agenda order.

The Board Members were appreciative of the engagement with the CEDA Leadership Team and want this as part of the Boards Meetings going forward.

### Next Meeting

24 March 2022.

The meeting finished at 1.56pm.

Confirmed this 24th day of March 2022.

### Chairperson

### Action Points

Action	Responsible	Due Date	Status
Arrange meetings with PNCC and Whanganui & Partner Boards	CEO	TBA	This will be arranged once COVID-19 permits
Arrange a strategy/planning session with Board members and CEDA Management Team	Jerry Shearman	To be organised after 9 and 10 June 2022	
Board Events Workplan (key decision making and deadlines)	Jerry Shearman/ Management Team	24 March 2022	
Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	Jerry Shearman	Approach to Rangitāne o Manawatū by 24 March 2022	This will be arranged once COVID-19 permits
Arrange with Francene Wineti and partner a workshop for Board Members	Jerry Shearman		
Updated Food Strategy deliverables and invite Malcolm Bailey to Board Meeting	Jerry Shearman	24 March 2022	
Invite Ray Mudgway to next Board Meeting to present	Jerry Shearman	24 March 2022	
Board papers, including agenda order	Jerry Shearman, Jacqui Middleton, and Julia Giles	24 March 2022	

LGOIMA released to John LUKE - 20/03/2023

**CONFIDENTIAL**

**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

24 March 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 10am on Thursday 24 March 2022 held at CEDA Offices, Palmerston North via Teams Link.

**Members Present:** Bobbie O'Fee (Chair), Paul Bayly, Margy Maré, David Norman, Robbie Pickford and Francene Wineti.

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Guests:** Jacqui Middleton, Finance and Operation Manager, Janet Reynolds, Marketing and Communications Manager, Nats Subramanian, Business Development Manager, and Sara Towers, Talent and Skills Manager, joined the meeting at 10.05am  
Malcolm Bailey, joined the meeting at 11.40am.

**MINUTES OF THE MEETING**

**350-22 Directors Only Session**

Was not required.

**351-22 Action Points from Last Meeting**

Some actions have been completed or amended due to availability.

**352-22 Health and Safety Update**

Jacqui advised the Board of the changes to the updated COVID-19 Risk Assessment after the government's announcement on 23 March 2022, regarding the legal requirements around vaccine passes, scanning and mandates.

There were no other health and safety or wellbeing issues to report.

**Resolved: The Board agreed to the updated Covid-19 Risk Assessment.**

**353-22 Report from Chief Executive Officer**

4.4. Key Projects Update  
Food Strategy

- After the discussion at the last Board meeting regarding the involvement of Māori/iwi in stage one clarity was provided by Malcolm Bailey and Francene Wineti with a plan going forward proposed.
- Roger van Hoesel and Malcolm have reached out to the CEDA Team for several components they required. Clarification was sought and a draft has been requested, this is now moving ahead.
- The final date for stage one of the strategy has been pushed out by a month, the expected date is the end of April 2022.
- It was agreed that CEDA needs to be more involved in stage two, and the funding aspect of the strategy.
- It was noted that in the most recent CEDA Lead Team meeting that the strategy should eventually be standing alone.

#### Te Utanganui: The Central New Zealand Distribution Hub Strategy

- Moving along and is at a different stage compared to the Food Strategy.
- Very successful meeting was held with Napier Port, and included Palmerston North City Council, and Horizons. Visited several industrial sites one being the new Countdown Distribution Centre.
- The lead team for this project is CEDA and A25 is providing a support role.
- Aligning all parties involved and infrastructure providers working together as a collective is important.
- Te Utanganui branding has been endorsed. Looking to promoting the strategy, it is currently an eighty-page document, and the challenge is to reduce it to twenty pages, without losing the impact to support the work carried out.
- Chair requested the CEO to arrange a site visit for the Board at the next meeting.

#### Destination Management

- There will be a highlight report each month for the Board, on the ongoing work around the Destination Management Plan included in the CEO Report.

#### 4.5. Stakeholder Engagement

- CEO discussed each of his engagements with the Board and noted they all had been very positive.

### **354-22 Marketing and Visitor Sector Development (including SRR Funded Programmes)**

- Next Autumn Visitor Campaign will be moved to Spring. Have spoken to the operators and they are in favour of this, it will provide a better return of investment.
- Summer Get Lost Campaign has produced some really great results for the Marketing Team. CEDA does capture the data and it's measured in several ways, to encourage people to visit, stay and spend dollars in the region.
- Digital Ambassador is more important than ever to help local business increase their visibility in the current environment.
- Business Central April 2022 publication featured a great flavour of the scale and depth of our distribution and logistics sector in the region:



<https://digitalpublications.online/waterfordpress/business-central-april-22/12/>

**355-22 Business and Sector Development**

- Business Attraction, Retention and Expansion (BAR&E) Strategy is progressing well. List of top one hundred business in the region has been compiled to engage with, on how CEDA can support them.
- The Board requested the list of business be emailed to them to help with contact details etc.
- The shortlist for Regional Business Partner Programme bid will be advised today. If unsuccessful, plans are in place on how CEDA will continue to support the business community.
- New Zealand AgriFood Talks for 2022 has been cancelled. The stakeholders understand why this hard decision has been made and support it.

**356-22 Talent and Skills**

- Talent and Skills Business Survey action plan is underway, and the website will be updated.
- International Students handover has been completed with PNCC.
- Immigration NZ, Palmerston North office is reopening. CEDA has an interim partnership agreement in place for the next twelve months, this is to provide support for recruitment etc.
- The Board thanked Sara for all her hard work and wished her well with her travels to Scotland.

**357-22 CEDA Operations**

- The Half Yearly Report and draft Statement of Intent were well received by the Joint Strategic Committee on 10 March 2022.
- Any changes are to be received by CEDA on 1 April 2022.
- Audit is ongoing.
- Have contacted accountants, Morrison and Creed to file for a tax extension.
- Audit costs are almost \$30k. There will be further opportunity to discuss the increase of fees when the review with the Auditors is carried out.

**358-22 Statement of Service Performance (previous month)**

- It was noted the Statement of Service Performance in the future will be a separate agenda item.
- CEO advised the Board the Performance Measure under Develop and grow business... in red is not just regional issue but nationally for RBP. It is also noted the registrations for new businesses in the region is very low.

**Resolved: The Board agreed to the Service Performance Report for this period.**

Nats Subramanian left the Board meeting at 11.15am.

## 359-22 Financial Statements

- Jacqui advised the Board expenditure had been affected by COVID-19, and also staff working from home.
- The preferred outcome is to spend the funds during the financial year, with no surplus.
- Part of CEDA's planning is to look at a variety of ways to diversify funding.
- CEO confirmed budget setting is to be based on the contractual delivery of services provided.

**Resolved: The Board agreed to the Financial Statements for this period.**

Sara Towers and Janet Reynolds left the Board meeting at 11.37am.

## 360-22 Food Strategy Presentation

Malcolm Bailey joined the Board meeting at 11.40pm.

He advised the Board the bulk of the work apart from the Māori/iwi component was completed. At this stage the Four Strategic Pillars Action Plan was waiting on CEDA to provide further information, once received this will then be incorporated.

He confirmed as the Board had heard from the CEO, Roger van Hoesel, due to his other commitments, will not be able to provide stage one of the draft Food Strategy Plan until the end of April. The Board was very disappointed to hear this and asked the CEO to seek an interim report from Roger to be provided.

Francene advised she is not clear where the Māori/iwi component is in the strategy and was of the understanding their views and input would be incorporated from the beginning of stage one. Malcolm advised, he and Roger were waiting for the views and feedback from the Māori Focus Group workshops.

A clear outline of the pathway forward and what actions need to be taken is required. The Chair requested Malcolm to provide all updates to the CEO and Francene, so they are informed.

It was decided by the Board the best way to move forward was to schedule a meeting between the CEO, Chair, Francene and Malcolm to clarify the issues that have been raised.

Malcolm Bailey left the meeting at 12.02pm.

The Board request Jacqui to review the Food Strategy budget and Roger's fees to date and report back at the next meeting in April. No further payments to be made until stage one of the draft Food Strategy Plan has been presented.

David Norman left the meeting at 12.04pm and Robbie Pickford at 12.05pm

**361-22 Confirmation of Minutes**

Consideration was given to the minutes of the meeting held on 24 February 2022

An amendment was received from Francene Wineti after the Board papers were circulated. The following will be actioned in the CEO Report, under the Food Strategy:

*There is a great deal of support from Chair of Whanganui Partners, Nga Rauru iwi, the Te Tai Hauauru Regional Director for TPK and Mavis Mullins, significant leader of Māori business, and Chair of Atihau-Whanganui Incorp. And support a wider group of key Māori business leaders in the region*

**Resolved: The Board agreed that the minutes of the meeting held on 24 February 2022 be confirmed as a correct record.**

**362-22 Matters Arising from Minutes**

There were no other matters arising from the minutes.

**363-22 Directors Declarations of Interest**

Francene Wineti – is a Director of Awariki Limited and is potentially to receive funding support from TPK to help facilitate the Food Strategy Māori Focus Group workshops. The outcomes of the workshop will be used to integrate into the Manawatū Food Strategy, and insights will be gathered for TPK.

Francene Wineti left the meeting at 12.11pm.

**364-22 General Business**

Food Strategy Plan, stage two - The CEO advised the Board they need to review stage one of the report, see what direction it is taking, has it got clear outlines and who is involved before endorsing stage two.

Board Workplan and Decision Points 2022-23 Table - The Board advised this was what they required. Could the following also be included:

- Dates for Food Strategy
- Lead Team meetings
- Review dates for policies at Risk and Audit Committee meetings.

The Board liked the new format of the Board Agenda and the links to the relevant documents.

The timings for the Board 'Teams' meetings were discussed; it was agreed they should be extended to three hours long. An email will be sent out to the Board to find out their preferred timings: 9am – 12pm or 10am – 1pm.

### Next Meeting

Thursday 28 April 2022, 9am, at CEDA Offices.

The meeting finished at 12.33pm.

Confirmed this 28th day of April 2022.

### Chairperson

### Action Points

Action	Responsible	Due Date	Status
Arrange meetings with PNCC, MDC and Whanganui & Partner Boards	CEO	Preferable after council meetings	
Arrange a strategy/planning session with Board and CEDA Management Team	CEO	To be organised after 9 and 10 June 2022	To be confirmed with the Board at April's meeting
Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	CEO	Approach to Rangitāne o Manawatū by 24 March 2022	This will be arranged once COVID-19 permits
Arrange with Francene Wineti and partner a workshop for Board Members	CEO		In progress
Arrange the Board to visit the CNZDH site	CEO	Board meeting on 28 April 2022	
Invite Ray Mudgway to next Board Meeting to present	CEO	TBC	
Arrange meeting between CEO, Chair, Francene and	CEO		

Malcolm Bailey to discuss the Food Strategy			
An interim report on the Food Strategy	CEO		
Review budget for stage one of the Food Strategy	Jacqui Middleton	Board meeting on 28 April 2022	
List of top 100 business emailed to the Board	Nats Subramanian	TBC	
Te Utanganui: The Central New Zealand Distribution Hub Strategy to be loaded in Boardable	Julia Giles	28 March 2022	<a href="https://app.boardable.com/central-economic-development-agency-ltd-ceda/documents/folder/strategies">https://app.boardable.com/central-economic-development-agency-ltd-ceda/documents/folder/strategies</a>
Preferred timing for Board 'Teams' meeting	Julia Giles		

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**CONFIDENTIAL**

**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

28 April 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 9am on Thursday 28 April 2022 held at CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1 –19 Fitzherbert Avenue, Palmerston North.

**Members Present:** Bobbie O'Fee (Chair), Margy Maré, Robbie Pickford, and David Norman, and Paul Bayly (via Teams Link).

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Apology:** Francene Wineti.

**Guests:** Jacqui Middleton, Finance and Operation Manager and Janet Reynolds, Marketing and Communications Manager, joined the meeting at 9.07am.  
Ray Mudgway, Managing Director, RMC2 Limited, joined the meeting at 11.30am.

**MINUTES OF THE MEETING**

**365-22 Directors Only Session**

The CEO and Board Secretary left the meeting at 9am and re-joined at 9.07am.

**366-22 Report from Chief Executive Officer**

CEO advised Trish Fitzsimons has taken on the role as EA to assist him with meeting engagements and other duties for 12 hours a week.

CEDA is presenting to Manawatu District Council in July. CEO will be contacting Lyn Daly to find out what MDC would like CEDA to focus on.

**4.4. Key Projects Update**

**Food Strategy**

- The Food Strategy draft version has been shared with the Chair and Steering Committee. The Board asked for a copy of the draft version be emailed to them as well.
- CEO talked the Board through the report and highlighted the areas he had provided feedback on.
- It was noted the Māori/iwi consultation is ongoing following the initial consultation completed to date with iwi. Rangitāne has indicated they would like to be involved in the Food Strategy.

- The Ambition section of the report was discussed, and it was felt it needs to be more specific, achievable, and have measurable KPI's around it.
- The summary information didn't refer to who would lead out the strategy, it was agreed by the Board that a neutral party is required. (At this stage CEDA is leading but cannot fund the strategy past the 2022-23 financial year.)
- The final part of the provided document was operational, and it was agreed that this should not be part of the final strategy.
- The final Food Strategy will be presented to CEDA no later than 10 June 2022, and this will be considered at the Board meeting as well as the decision regarding stage 2.
- An extra \$10k has been allocated to facilitate the Māori Focus Group workshops for the strategy, if not funded by Te Puni Kōkiri.

Paul Bayly left the meeting at 9.30am.

#### Destination Management

- The refresh of the Destination Management Plan is progressing with the appointment of Stafford Strategy as delivery agent.
- 70% of Janet Reynolds role is now dedicated to the DMP on a fixed term basis in place of an external contractor being appointed.
- The Board asked for original copy of the DMP to be provided to them.
- The Board requested an update report on Te Āpiti - Manawatū Gorge project be presented at the next meeting.

#### 4.5. Key Stakeholder Engagement

- CEO advised some interesting meetings are coming up, otherwise it has been a productive month.

### **367-22 Marketing and Visitor Sector Development (including SRR Funded Programmes)**

- Destination Management Plan meetings with councils to be held, the discussions will cover clear outlines of what will be included, why and how they can be involved.
- A background paper on what DMP is and how it can be effective will be developed.
- DMP is not just focussing on regional marketing but visitor sector development and working with industry and key stakeholders.
- Get Local Campaign is being well received and is tracking very well.
- Tourism Sector Profile will be presented to PNCC in June-July.

### **368-22 Business and Sector Development (including Talent and Skills)**

- Peter Ellingham is leading the BAR&E strategy implementation plan. These engagements are different to the CEO's relationship engagements and focused on business sentiment, information gathering and reducing barriers.
- New Zealand AgriFood Talk deadline is Friday for the bid proposals to deliver this event in 2023.

- \$15k has been invested in the NZ Careers Expo to offer subsidies for transport to attending schools and local businesses as an incentive to exhibit at the expo.
- The Board asked if attending students are surveyed by the NZ Careers Expo, Nats Subramanian to find out.

**369-22 CEDA Operations**

- Audit is continuing and Tax Return submission extension has been gained from the IRD.
- The Auditors have not been in contact to arrange a date/time for their meeting with the Chair and CEO.
- The Board requested a doodle poll be emailed out to find a suitable date for the Board and Management Strategy Planning session. Last week in June, 10am-3pm was suggested.

**370-22 Statement of Service Performance (previous month)**

- It was noted the RBP contract KPI's are still in red. If CEDA is successful in the RBP bid, it will look at ways to increase and achieve the necessary outcomes. If CEDA's bid is not successful business engagements will continue under the BAR&E strategy and still be measured.
- It was noted the regional website is not meeting its targets and this is because of effects of COVID-19 and the website refresh.

**Resolved: The Board agreed to receive the Service Performance Report for the period.**

**371-22 Financial Statements**

- Board questioned the Sector Development and Inward Investment expenditure in the financial forecast and if it will be spent by the end of the financial year.

**Resolved: The Board agreed to receive the Financial Statements for the period.**

**372-22 Action Points from Last Meeting**

The Action Points were reviewed and discussed.

**373-22 Health and Safety Update**

- The Board requested the policy that covers staff driving their own personal vehicles be reviewed.
- There were no other health and safety or wellbeing issues to report.

**374-22 Confirmation of Minutes**



Consideration was given to the minutes of the meeting held on 24 March 2022

**Resolved: The Board agreed that the minutes of the meeting held on 24 March 2022 be confirmed as a correct record.**

**375-22 Matters Arising from Minutes**

There were no other matters arising from the minutes.

The Board Meeting stopped for morning tea at 11am and recommenced at 11.20am.

**376-22 Directors Declarations of Interest**

- Robbie Pickford advised her daughter is no longer working for Nelson Regional Development Agency.
- The Board was advised the Auditors picked up on a couple of directors interests that had not been advised.
- David Norman has no Declaration of Interest to be included in the register.

Paul Bayly re-joined the meeting at 11.30am.

**377-22 Te Utanganui: The Central New Zealand Distribution Hub Strategy Presentation**

Ray Mudgway, Managing Director, RMC2 Limited, joined the meeting at 11.30am.

- The strategy is progressing very well and is now ready to progress with the investment component.
- Revision of the shortened strategy document has been re-done because it didn't meet the technical accuracy criteria and wasn't fit for purpose for the investment prospectus. This has now been resolved and is currently being designed for publication.
- Ray informed the Board there has been a number of positive conversations and Palmerston North is becoming recognised as the place for investment, strategic partners and logistic companies.
- Ray will be carrying out approximately 20 interviews with distribution companies: regionally, national and Australasian to get a better understanding on how it fits into their value drivers/matrix and what their requirements are.
- This information will help the master plan, target a specific high level of engagement. This will be completed by the end of the year and have a clearer picture.
- KiwiRail should be inside Te Utanganui and that is clearly understood by them. When talking to investors it would be good to include KiwiRail in these conversations.

- Re-zoning the land would be an advantage to those companies who would like to purchase their land and not just leased from KiwiRail, PN Airport, Higgins Group and Green Properties. Availability of commercial land is being constrained due to land banking. This is a challenge and how this issue is resolved. The goal is for the region to achieve what it wants.
- KiwiRail commercial contract and strategy by the end of the year.
- The Board was advised they will see the prospectus. There will not be a print version so it can be changed for each sector pitch to ensure relevance.

Ray left the meeting at 11.52am

- The Board discussed feedback regarding the visuals of the text/font size for the Te Utanganui branding. It was agreed to increase the font size by a small amount, if possible, without altering the approved design for the name which was gifted to the project by Rangitāne that had been approved.

## **378-22 General Business**

Board asked for key engagement dates for council meetings etc to be provided to them so they can support CEDA by attending. It would be helpful if the engagements were rated from 1-5 depending on importance.

Board Workplan and Decision Points 2022-23 Table – the Board were happy with the development of this document.

Board agreed to change the 'Teams' meetings to three hours long, 9am – 12pm. They will also be changed to in-person and if need be, people can Teams in. The Board meeting on 26 May 2022 will be changed to an in-person meeting and extended to 3pm to include visit to Countdown Distribution Centre.

Chair advised Robbie Pickford has been appointed Deputy Chair and will be chairing the June Board Meeting.

### **Next Meeting**

Thursday 26 May 2022, 9am at CEDA Offices.

The meeting finished at 12.18pm.

Confirmed this 26th day of May 2022.

**Chairperson**

## Action Points

Action	Responsible	Due Date	Status
Arrange meetings with PNCC, MDC and Whanganui & Partner Boards	CEO	Preferable after council meetings	Finding a date
Arrange a strategy/planning session with Board and CEDA Management Team	CEO	To be organised end of June	
Email Doodle Poll to arrange date/time for strategy session	Julia Giles	To be organised end of June	
Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	CEO	Approach to Rangitāne o Manawatū by 24 March 2022	This will be arranged once COVID-19 permits
Arrange the Board to visit the CNZDH site	CEO	Board meeting on 26 May 2022	
Email Food Strategy draft version to Board report	CEO	To be organised	
Original DMP to be provided to Board	Janet Reynolds	To be organised	
Updated report on Te Āpiti - Manawatū Gorge project	Janet Reynolds	Board meeting on 26 May 2022	
List of top 100 business emailed to the Board	Nats Subramanian	Board meeting on 26 May 2022	
CEO discussion with J Thomas re appetite for Careers Expo	CEO	To be organised	
Attending students surveyed at Careers Expo	Nats Subramanian	Board meeting on 26 May 2022	
Review Travel Policy to cover staff driving	Jacqui Middleton	Audit & Risk Committee	

their own personal vehicles		meeting on 24 November	
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**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

26 May 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 8.55am on Thursday 26 May 2022 held at CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1 –19 Fitzherbert Avenue, Palmerston North.

**Members Present:** Bobbie O'Fee (Chair), Robbie Pickford (Deputy Chair), Paul Bayly Margy Maré and David Norman.

**Apology:** Francene Wineti.

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Guests:** Jacqui Middleton, Finance and Operation Manager, Janet Reynolds, Marketing and Communications Manager, and Nats Subramanian, Business Development Manager joined the meeting at 9.24am.

**MINUTES OF THE MEETING**

**379-22 Directors Only Session**

The CEO and Board Secretary left the meeting at 8.55am and re-joined at 9.24am.

Francene Wineti has resigned as a director of the Board, with her resignation being effective as of 31 May 2022. Francene has been offered a role which she cannot turn down and in accepting this position she will not be able to attend further meetings. Francene would have been able to attend the July meeting but not June and therefore it was agreed that her resignation would be effective as of May.

The Chair will advise the shareholders accordingly and emphasis the Boards need for similar skills and experience as Francene's to be given priority in the new appointment.

The Board acknowledged and appreciated the support and guidance that Francene has given the Board during her time and wished to thank her for her time and her input.

The Chair will write a formal letter of thanks.

**380-22 Marketing and Visitor Sector Development (including SRR Funded Programmes)**

- Manawatū Destination Management Plan and Outcomes Achieved to Date documents provided to the Board showing how far this project has progressed to date.
- The workshop engagements held by Stafford Strategy with Palmerston North City Council, Manawatū District Council and iwi were positively received. It was agreed it's an exceptionally worthwhile investment for the region.
- The Autumn campaign is to be moved to Spring/Summer, however, this is being monitored on a regular basis due to other regions taking the same approach. This is a busy period for the visitor market, and wrong timing could have a detrimental impact.
- Minister Nash has advised RTO's that there will be no further funding provided.
- CEDA has requested an extension on their SRR funding spend from MBIE to the next financial year end. The programmes are running very well but businesses are fatigued, staff and contractor capacity shortage, combined with visitor sentiment. CEDA does not want to be rushed into spending the funds.

**381-22 He Ara Kotahi, He Ara Kōrero Expenditure Approval**

- The Board asked for some clarification around the \$700K budget, will the full amount be spent, and confirmation there will not be any additional costs incurred later.
- Janet Reynolds will oversee this project with Mona-Pauline Mangakāhia-Bajwa contracted as specialist project manager for eighteen months, ending December 2023.
- The Board requested regular updates on the budget and expenditure.

**Resolved: The Board agreed to the Budgeted spend for the He Ara Kotahi, He Ara Kōrero project through funding received by the Ministry of Culture and Heritage.**

Janet Reynolds left the meeting at 9.48am.

**382-22 Health and Safety Update**

- The CEO advised the Board the CEDA team morale was very good at present.
- Looking to change the front entrance to CEDA's office to make it more welcoming. CEO will present concepts at the next meeting.
- Continuing with OfficeVibe, which has been reduced to fortnightly questions for the team. Current score is 7.7/10.
- There were no other health and safety or wellbeing issues to report.

**383-22 Report from Chief Executive Officer**

The CEO advised the Board the Strategy Planning session has been organised for 1 July with facilitator David Wilson. Prior to the workshop the CEO is keen to receive any feedback/suggestions from the Board.

The CEO discussed a document received from PNCC that outlined an approach taken to growing relationships with a key stakeholder. This document outlined an approach to iwi engagement and strategy which he will forward to the Board in confidence.

Janet Reynolds re-joined the meeting at 10.21am.

The Board Meeting stopped for morning tea at 10.22am and recommenced at 10.32am.

#### 4.4. Key Projects Update

##### Food Strategy

- CEO has held a conversation with Roger van Hoesel who confirmed he will be completing the Food Strategy and forwarding it to Malcolm Bailey for comment.
- The work around the iwi consultation continues. Vonese Walker from Poutama Trust will be assisting Francene with the workshops.
- CEO has held conversations with the Lead Team regarding the Te Puna Whakaarounui's inaugural publication WELL NZ – reframing NZ's food sector opportunities report. PNCC and MDC Mayors are keen for the Food Strategy to proceed considering key documents like this to ensure we are in line with other national strategies.
- Investment is critical and needs to be obtained moving forward to ensure a successful outcome.
- it was agreed once the international connection with Roger van Hoesel is completed, connections can then move to national and local individuals.

##### Te Utanganui: The Central New Zealand Distribution Hub Strategy

- The strategy is coming along very well and have finalised the compressed strategy .
- Re-doing the investment prospectus (6-8 pages) and this will focus on Te Utanganui rather than general.
- CEDA is sponsoring \$6k for the Manawatū Business Awards, Distribution and Logistics Award, under the 'Te Utanganui' branding. The awards are on 4 November, CEDA receives two seats and opportunity to speak for two minutes at the awards dinner.

##### Destination Management

- CEO will seek clarification from PNCC regarding CEDA's involvement/working with hotel investors. There is a demand and a gap for hotels in the Manawatū region and CEDA would like to re-start these conversations.

#### 4.5. Key Stakeholder Engagement

- CEO advised he has been very productive with all his engagement/meetings, and they have been positively received. Contractor Trish Fitzsimons (CEO, EA) has been valuable in achieving this level of engagement.

**384-22 Business and Sector Development (including Talent and Skills)**

- The Talent and Skills Senior role has been appointed and Wendy Carr of Feilding District Promotions will be joining CEDA on 13 June. The CEO advised he had contacted Mayor Helen Warboys (MDC) to discuss and ensure continued positive relationship with MDC was protected.
- The list of businesses under the Business Attraction, Retention and Expansion strategy has been sent to the Board for review and to provide information and input. It was noted that this is a living document and used for one-on-one meetings with CEDA's Business Growth Advisors.
- On 28 July an event is being organised with CEDA and Alibaba.com for exporting companies.
- Regional Business Partner Programme contract has been won by CEDA and Whanganui & Partners (in partnership) for another three years. Final negotiations on the contract will be held with MBIE and W&P regarding the delivery of the programme and KPI's. The Board gave their congratulations to Nats and the team for being successful in winning the RBP contract.
- Received a proposal from Sprout Agritech on the delivery of the NZ AgriFood Talks 2023. Will be meeting to finalise the agreement details with them. CEDA is confident they will deliver the event to CEDA's standards. The event has been moved to May/June 2023.
- CEDA is negotiating with the Business Mentors New Zealand to continue delivering this programme.

**385-22 CEDA Operations**

- Jacqui discussed the Auditors timelines for 2021/22 with the Board, she has advised PNCC and MDC on what is happening regarding the delays. The Auditors have acknowledged these delays as their doing, due to staff shortages and capacity.
- Jacqui advised the Auditors will be attending the Audit and Risk Committee Meeting in June.

**386-22 Statement of Service Performance (previous month)**

- CEO advised that PNCC are looking to host a stakeholder event that could also be linked to the Te Aho Tāmaka programme and discussions are ongoing.

**Resolved: The Board agreed to receive the Service Performance Report for the period.**

**387-22 Financial Statements**

- Jacqui advised the Board that the cancellation of NZ AgriFood Talks 2022 has impacted the financial forecast to year end.

**Resolved: The Board agreed to receive the Financial Statements for the period.**



**388-22 Final 2020-21 Annual Report and Auditors Report**

- The Board asked if future Annual Reports could be reduced in size and the use of Māori translations be incorporated even more.

**Resolved: The Board agreed to receive the Annual Report and Auditors Report for 2020-21.**

**389-22 Action Points from Last Meeting**

- The CEO advised the Board he attended Te Āpiti Manawatū Governance Group meeting on Thursday 19 May. At the meeting the Whakatakotoranga Matua Ki Te Āpiti masterplan was presented, passed, and adopted. Copies will be available electronically. CEO discussed the tourism opportunities and advised CEDA could be the agency to help promote this. Funding would be provided but at this point not sure how much, and when it will be available.
- The remaining Action Points were reviewed and discussed.

**390-22 Confirmation of Minutes**

Consideration was given to the minutes of the meeting held on 28 April 2022.

The Chair asked for future copies of the minutes to be signed by the Chair.

**Resolved: The Board agreed that the minutes of the meeting held on 28 April 2022 be confirmed as a correct record.**

**391-22 Matters Arising from Minutes**

There were no other matters arising from the minutes.

**392-22 Directors Declarations of Interest**

- The Chair reminded the Board if they have any Declarations of Interest to email through to the Board Secretary, otherwise to table them at Board meetings if there is a conflict that needs disclosing.

**393-22 General Business**

- Board Workplan and Decision Points for 2022-23 the Board asked for meeting requests be email to them for the following:
  - o PNCC, MDC and Joint Strategic meetings.
  - o BA5 function at Fly Palmy Arena
  - o Manawatū Business Awards.


- The Board decided to hold a Board Meeting on 26 January 2023 specifically to support the Half Yearly Report and Statement of Intent process.
- The Chair advised she will be attending the Board meeting on 23 June via Teams Link and Robbie Pickford (Deputy Chair) will be chairing this meeting.
- The Board agreed to have the Audit and Risk Committee Meetings prior to relevant Board Meetings, with a Directors only Session to be held from 9am to 9:15am followed by the Audit and Risk Committee Meeting, and then the Board Meeting. Audit NZ will be attending the June Audit and Risk Committee meeting.

### Next Meeting

Thursday 23 June 2022, 9am at CEDA Offices.

The meeting finished at 12.20pm.

Confirmed this 23<sup>rd</sup> day of June 2022.



Chairperson

### Action Points

Action	Responsible	Due Date	Status
Arrange meetings with PNCC, MDC and Whanganui & Partner Boards	CEO	Preferable after council meetings	Sending an email for dates prior to the next Lead Team Meeting
Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	CEO	Approach to Rangitāne o Manawatū by 24 March 2022	Will email Trieste Te Awe Awe to organise a date
Front entrance to CEDA's office concepts	CEO	Board meeting 23 June 2022	In progress
Forward to the Board PNCC email relating to vision and Te Tiriti o Waitangi	CEO	26 May 2022	In progress
Email Board an electronic copy of	CEO		

**CONFIDENTIAL**

**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

23 June 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 10.43am on Thursday 23 June 2022 held at CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1 –19 Fitzherbert Avenue, Palmerston North.

**Members Present:** Robbie Pickford (Deputy Chair), Paul Bayly, Margy Maré, David Norman and Bobbie O'Fee (via Teams Link but not Chairing).

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Guests:** Jacqui Middleton, Finance and Operation Manager, Janet Reynolds, Marketing and Communications Manager, and Nats Subramanian, Business Development Manager joined the meeting at 10.43am. Clint Ramoo, Director and Jacques Du Toit, Audit New Zealand joined the meeting at 11.30am via Teams Link.

**MINUTES OF THE MEETING**

**394-22 Health and Safety Update**

There were no other health and safety or wellbeing issues to report.

**395-22 Action Points from Last Meeting**

The Action Points were reviewed and discussed.

The CEO to confirm the date the Board is meeting with MDC Elected Members.

**396-22 Report from Chief Executive Officer**

**4.4. Key Projects Update**

**Food Strategy**

- The CEO has provided further feedback to the project team on two points:
  - Iwi/Māori business inclusion
  - Operational and how this is achieved.
- The collective feedback was also sent through to the project team from the Lead Team for consideration for the final version of the strategy.
- The final document was subsequently received and once the document has been amended to CEDA's branding it will be present to the Board at the next meeting.

- Discussions have been held regarding how stage two of the project could be run, and it was agreed that a similar format as the distribution hub could be ideal.
- The lead group for stage two would include members who are strongly connected to the food sector, as well as aligned to investment opportunities. Who specifically is still to be determined.
- The Board will decide whether or not they wish to proceed with stage 2 of the strategy at the July Board Meeting. The CEDA branded document and board paper will be provided for this meeting.
- The Board asked the CEO to email them the current Food Strategy document, for their information.

#### Te Utanganui: The Central New Zealand Distribution Hub Strategy

- The CEO advised the focus has been on completing the collateral and getting Te Utanganui profile for potential investors ready to download on the website, which will go live on 1 July.
- It has been decided the plans to launch Te Utanganui in July will be delayed until September/October. The Board will be advised as soon as a date is confirmed.

#### Destination Management Plan

- The CEO advised an offer of funding has been provided to CEDA by Te Āpiti Manawatū Gorge governance group to present a business case and identify potential investment for the tourism/visitor sector.

#### 4.5. Key Stakeholder Engagement

- The CEO advised it has again been a very productive period.
- The Board asked if key outcomes from meetings be included beside the relevant engagements, as appropriate.

### **397-22 Marketing and Visitor Sector Development (including SRR Funded Programmes)**

#### Website traffic

- For the first time is tracking down for the year and will not meet the SOI performance measure.

#### SRR, Rangitāne o Manawātū Māori Tourism Strategy and Te Urungi Innovation Project

- Two work streams are underway with RoM and these will be split to ensure delivery.
  - Māori Tourism Strategy which CEDA facilitates
  - He Ara Kotahi, He Ara Kōrero - Te Urungi Innovation Project that CEDA secured funding from MCoH for.
- Both projects have been resourced by a CEDA contractor. This ensures synergy between the projects while still ensuring each one can meet the contracted requirements.
- CEDA has requested an extension on the SRR funding contract from MBIE and are still awaiting an answer. Currently working through different options if the extension is not granted.

## **398-22 Audit New Zealand**

Clint Ramoo, Audit Director and Jacques Du Toit, Associate Audit Director, Audit New Zealand joined the meeting at 11.30am via Teams Link.

Clint discussed the following points with the Board, some of which have already been addressed.

- Sensitive Expenditure Policy, updating the principles around receipts and loyalty schemes.
- The need for regular policy reviews to ensure they continue to be fit for purpose.
- Grant revenue ensuring the contracts drawn up have funding milestones included, to ensure income is accounted for correctly.
- Discussed the timing constraints of the next audit and the Board requested if there are any changes, that CEDA be notified in a timely manner.
- Clint introduced Jacques who will be CEDA's new auditor partner as part of the 6-year rotation requirement.

Clint Ramoo and Jacques Du Toit left the meeting at 11.39am.

## **399-22 Business and Sector Development (including Talent and Skills)**

Business Attraction, Retention and Expansion

- The Board asked to be invited to the Alibaba.com and NZ-China Business Relations events.

Regional Business Partner Programme

- The RBP contract has been signed by CEDA and sent to MBIE awaiting their signature.
- The next phase is to set up a workshop between CEDA and W&P and review the processes and KPI's.
- The Board requested a presentation on the RBP programme.

NZ Careers Expo

- Feedback received from secondary schools and exhibitors has been positive.
- A debrief will be carried out with NZ Careers Expo and the findings will be reported to the Board at the next meeting.
- The Board suggested looking at changing the number of days the expo is open (to include investigating potentially on a Saturday).

## **400-22 CEDA Operations**

Jacqui advised the Board the AGM will be completed in writing by the Shareholders. Items covered will be the receipt of the audited annual report, appointment of the auditors and directors' appointments.

The Chair gave approval for the Deputy Chair to sign Margy Maré and David Norman's Expense Claims dated 23 June 2022.

**401-22 Statement of Service Performance (previous month)**

The CEO advised an explanation will be given to the shareholders as to any KPIs that haven't been achieved. This will include an impact statement around the reasoning for any decisions made on changes that have impacted these.

**Resolved: The Board agreed to receive the Service Performance Report for the period.**

**402-22 Financial Statements**

Jacqui advised the Board on the changes to the late papers presented.

**Resolved: The Board agreed to receive the Financial Statements for the period.**

**403-22 Confirmation of Minutes**

The Deputy Chair advised her amendments emailed had not been included in the minutes dated 26 May 2022. The Board requested the minutes be circulated by email for approval.

**404-22 Matters Arising from Minutes**

There were no other matters arising from the minutes.

**405-22 Directors Declarations of Interest**

The Board were asked to email through any changes to their Declaration of Interest.

**406-22 General Business**

Board Workplan and Decision Points 2022-2023

- No changes requested.

Visit to Rangitāne o Manawatū Marae.

- The Board requested the CEO find out some more information regarding the overnight visit.
- The CEO will email the Board a link to complete their Pepeha and wording for two Waiata.

Manawatū Business Awards

- The CEO advised the Board an extra \$1k has been added to the original sponsorship of \$6k. This is to support Te Au Pakihi – Māori in Business Manawatū Award.

**407-22 Policies as received from the Audit and Risk Committee Meeting on 23 June 2022**

- (a). Travel Policy
- (b). Purchasing Policy and Procedure
- (c). Delegated Authority Policy
- (d). Theft and Fraud Policy
- (e). Koha Policy (new)

**Resolved: The Board approved these policies, with amendments as requested.**

**Margy Maré/David Norman Carried**

**Next Meeting**

Thursday 28 July 2022, 9am at CEDA Offices.

The meeting finished at 12.25pm.

Confirmed this 28<sup>th</sup> day of July 2022.



**Chairperson**

**Action Points**

Action	Responsible	Due Date	Status
Arrange meetings with PNCC, MDC and Whanganui & Partner Boards	CEO	Preferable after council meetings	18 August – MDC Elected Members session (after MDC Council meeting) Date to be confirmed.
Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	CEO	Approach to Rangitāne o Manawatū	Further information required before date confirmed.
Front entrance to CEDA's office concepts	CEO	Board meeting 28 July 2022	In progress
Email the Board the Food Strategy document	CEO	24 June 2022	Completed
Email the Board invites to Alibaba.com and NZ-China	Nats Subramanian		

Business Relations events.			
Presentation to the Board on the RBP programme	Nats Subramanian		
Report on the debrief from NZ Careers Expo, also review the number of days (to include investigating potentially on a Saturday)	Nats Subramanian	Board meeting 28 July 2022	
RBP KPI's included in the monthly EDA meetings	CEO		

LGOIMA released to John LUKE - 20/03/2023



Whakatakotoranga Matua Ki Te Āpiti masterplan			
Discussion with PNCC regarding hosting a Te Aho Tāmaka event	CEO		
Invite Audit NZ to attend Audit & Risk Committee Meeting	Jacqui Middleton	Audit & Risk Committee meeting on 23 June 2022	
Review Travel Policy to cover staff driving their own personal vehicles	Jacqui Middleton	Audit & Risk Committee meeting on 23 June 2022	
Email Board dates for PNCC, MDC and Joint Strategic Meetings, BA5 function and Business Awards	Julia Giles	26 May 2022	

LGOIMA released to John LUKE - 20/03/2023

LGOIMA released to John LUKE - 20/03/2023

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**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

28 July 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 9.31am on Thursday 28 July 2022 held at CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1 –19 Fitzherbert Avenue, Palmerston North.

**Members Present:** Bobbie O'Fee (Chair), Robbie Pickford (Deputy Chair), Paul Bayly, Margy Maré, David Norman and Te Ahu Teki.

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Guests:** Janet Reynolds, Marketing and Communications Manager and Nats Subramanian, Business Development Manager joined the meeting at 9.51am.

Hayden Potaka and Nuwyne Te Awa Awe Mohi whakatau (welcomed) Te Ahu Teki to the Board at 9am.

**MINUTES OF THE MEETING**

**408-22 Directors Only Session**

The CEO remained in the meeting, and the Board Secretary left the meeting at 9.31am and re-joined at 9.51am.

**409-22 Health and Safety Update**

The Chair asked that Staff Safety regarding access to the CEDA offices, and relevant risk mitigations, be added to the CEDA risk register.

There were no other health and safety or wellbeing issues to report.

**410-22 Action Points from Last Meeting**

The Action Points were reviewed and discussed.

**411-22 Report from Chief Executive Officer**

The CEO advised the Board it had been and very busy and productive month for CEDA.

Rangitāne o Manawatū's feedback provided on CEDA's Strategy has been incorporated and finalised. The Board requested minor changes to the

terminology in the document be reviewed ie “recognised” removed from 100-year ambition statement and regional goals.

#### 4.4. Key Projects Update

##### Food Strategy

- The CEO advised there had been some positive engagements regarding the strategy. Te Puna Whakaaronui (The NZ Primary Sector Think Tank) presented at the Lead Team meeting. Some interesting discussions were held regarding where the Food Strategy will sit and the huge value it will provide to the region.

##### Te Utanganui: The Central New Zealand Distribution Hub Strategy

- The strategy continues to progress. The CEO has received interesting and positive feedback from KiwiRail and others.
- Te Utanganui was launched at the Local Government NZ (LGNZ) Conference attended by 600 delegates, it was held in Palmerston North and the presentation was made by PNCC, very positive feedback was received from those who attended.
- The Board requested a copy of the video.
- The CEO is currently reviewing Ray Mudgway’s contract for the next eleven months. Moving the focus of Te Utanganui, to firming up inward investment (rather than strategy writing) opportunities.
- Nexus, Auckland has adopted the Te Utanganui branding, which they will be placing on their website.
- The microsite has gone live on ceda.nz. Te Utanganui will have its own full website as soon as it can be completed.
- The CEO advised discussions will be held regarding how the project will move forward, acknowledging it is a long-term project with long-term gains.

##### Destination Management Plan

- The CEO advised discussions had been held with both PNCC and MDC regarding CEDA’s work around the DMP refresh.
- CEDA has been invited to sit on the secretariate for Te Āpiti – Manawatū George Group. \$100k funding from CEDA (\$70k SRR Funding) and Te Āpiti Gorge Governance Group (\$30k) has been allocated, these funds will be used for the Master Plan (looking at costs etc) and employing a contractor to write and apply for tenders.

#### 4.5. Key Stakeholder Engagement

- The CEO advised quite a few of his engagements this month had been related to the Food Strategy.

**412-22 Marketing and Visitor Sector Development (including SRR Funded Programmes)**

**Website Traffic**

- As previously reported the target of 11% growth wasn't met for the end of the financial year. It was noted that CEDA's website traffic hadn't dropped overall. Janet is confident the growth target of 11% for this financial year will be met.

**Destination Management Plan Refresh**

- Data analysis and regional audit report for the DMP will be available first week of August.

**Coastal Arts Trail**

- The launch is next week on 5 August.
- It is very exciting to be part of this multi-regional collaboration for the Spring/Summer campaign.

**New Collateral Launch**

- This is in circulation and has been sent out for distribution to the i-SITES across New Zealand.
- The Board requested copies of the new publications.

**Visitor Sector Capability**

- Regarding the questions asked at last month's Board meeting Janet provided this report and discussed the outcomes.

**Rangitāne o Manawatū Māori Tourism Strategy**

- Still waiting for a response from MBIE regarding the extension on the SRR funding to the end of this financial year June 2023.
- MBIE have informed the extension of funding cannot be used on marketing.
- It's vital this project isn't rushed, and the best impact, focus and key outcomes are achieved.

**413-22 Business and Sector Development (including Talent and Skills)**

**New Zealand AgriFood Talks 2023**

- Awaiting Sprout Agritech to sign the contract.
- It could be a risk if they don't and CEDA must deliver the event and meet stakeholder expectations.
- The CEO is meeting with Sprout Agritech next week and will raise the signing of the contract with them.

**NZ Careers Expo**

- The possibility of hosting the event over two days was discussed. NZ Careers Expo has recommended continuing with the same format for next year 2023 (one day, with evening session) to ensure the success of the event and then look at potential change for 2024.
- Will present the outcomes of the survey at next month's Board meeting.

#### **414-22 Manawatū Food Strategy Stage 2**

The CEO discussed his report and the Project Brief paper for the Manawatū Food Strategy Stage 2 with the Board. The learnings and feedback from Stage 1 have been incorporated. The Board discussed the CEO's recommendations and the pros and cons of each one.

The budget for Stage 2 is at \$100k but the spend is expected to be between \$60-\$70k.

The CEO has started to have conversations with potential contractors to lead this project. The Board requested that the Advisory Group structure include a diverse background of members ie. researchers, farmers etc. It was recognised that continued discussions will be held with the iwi/hapū and Māori.

The Board requested that specific actions and outcomes be outlined for measurables and who will be responsible for each of these.

It was agreed Stage 2 will have positive outcomes for the region and nationally.

**Resolved: The Board agreed to progress to Stage 2 of the Manawatū Food Strategy as outlined in the "Project Brief: The Food Strategy (Stage 2)" document.**

#### **415-22 Statement of Service Performance (previous month)**

The develop and grow businesses by delivering information, advice and support didn't meet its target. The determining factors that may have impacted on this result were (1) the loss of a Business Growth Advisor and the time it took to find a replacement (2) business owners suffering from Covid fatigue and their lack of interest to interact or carry out any extra training through the RBP programme.

**Resolved: The Board agreed to receive the Service Performance Report for the period.**

#### **416-22 Financial Statements**

The CEO advised the reason for the lateness of the Financials Statements was due to waiting for the accountants prior to being distributed to the Board.

The Board requested clarification on a couple of questions, and once explained that the amended Financial Statements for the year ended 30 June 2022 be circulated to the Board via email.

Margy Maré left the meeting at 11.45am.

**417-22 Confirmation of Minutes**

Consideration was given to the minutes of the meeting held on 23 June 2022.

Plus, the minutes dated 26 May 2022 that were circulated via email to be approved.

**Resolved: The Board agreed that the minutes of the meeting held on 23 June and 26 May 2022 be confirmed as a true and accurate record.**

**418-22 Matters Arising from Minutes**

There were no other matters arising from the minutes.

**419-22 Directors Declarations of Interest**

The Board were asked to table any changes to the Declaration of Interest at the meetings, so everyone was aware of them.

**420-22 General Business**

Board Workplan and Decision Points 2022-2023

- No changes requested.

The CEO advised he will be presenting the front door concepts for the CEDA offices next month.

CEDA staff have been notified regarding the dos and don'ts around the council election protocols.

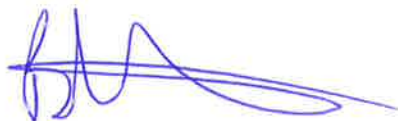
The CEO thanked the Board for attending a variety of events, it helps increase CEDA's visibility.

**Next Meeting**

Thursday 25 August 2022, 9am at CEDA Offices.

The meeting finished at 12pm.

Confirmed this 25<sup>th</sup> day of August 2022.



**Chairperson**

## Action Points

Action	Responsible	Due Date	Status
Arrange meetings with PNCC, MDC, Whanganui & Partner and Manawatū Business Chamber Boards	CEO	Preferable after council meetings	18 August – MDC Elected Members session (after MDC Council meeting). Combined Elected Members event at CEDA 31 August. Time TBC.
Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	CEO	Approach Rangitāne o Manawatū	Further information required before date confirmed.
Front entrance to CEDA's office concepts	CEO	Board meeting 25 August	
Email the Board invites to NZ-China Business Relations event.	Nats Subramanian		
Presentation to the Board on the RBP programme	Nats Subramanian	Board meeting 25 August	
Report on NZ Careers Expo survey results	Nats Subramanian	Board meeting 25 August	
New Collateral provide to the Board	Janet Reynolds		
Provide the Board with a copy of the Te Utanganui video	Janet Reynolds	1 August 2022	Completed



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**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

25 August 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 9am on Thursday 25 August 2022 held at the CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1 –19 Fitzherbert Avenue, Palmerston North.

**Members Present:** Bobbie O'Fee (Chair), Robbie Pickford (Deputy Chair), Paul Bayly, David Norman and Te Ahu Teki.

**Apologies:** Margy Maré.

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Guests:** Jacqui Middleton, Finance and Operations Manager, Janet Reynolds, Marketing and Communications Manager and Nats Subramanian, Business Development Manager joined the meeting at 9.29am.

**MINUTES OF THE MEETING**

**421-22 Directors Only Session**

The CEO and the Board Secretary left the meeting at 9.03am and re-joined the meeting at 9.29am.

**422-22 Health and Safety Update**

The CEO confirmed that Office Security has been added to the Risk Register.

CEDA continues to give staff the option of flexible working from home for up to two days per week.

Regarding COVID 19 response, CEDA continues to operate under the current Health & Safety Policy and will review in line with any changes in government guidelines.

Reviewing the potential of nine day working week, the CEO has spoken to the shareholder contract managers who are also reviewing flexible working hours etc, they will advise CEDA on the outcome.

There were no other health and safety or wellbeing issues to report.

## 423-22 Action Points from Last Meeting

The CEO advised after discussion with CEDA Management and staff it was agreed not to go ahead with a new CEDA office front door, as the cost couldn't be justified. Alternative options are being investigated as follows:

1. New refresh branding with CEDA colours and pattern across the front door and reception area to make it more inviting
2. Laser cut CEDA's logo and apply it to the door and inside the corridor area
3. Visual signage to ring the bell
4. Continue with the signing in protocols.

The remainder of the Action Points were reviewed and discussed.

## 424-22 Report from Chief Executive Officer

### 4.4. Key Projects Update

#### Food Strategy

- The CEO advised he had a couple of potential leads for the contract manager role. Unfortunately, the first option was not available due to other commitments. The CEO is now having discussions with Craig Patterson to determine his availability and appetite to lead the strategy. A decision is expected soon.
- The CEO is meeting next week with a potential contractor in regard to being part of the consultation lead for iwi, hapu and Māori engagement.
- The Food Strategy is expected to be completed by February 2023.
- The emphasis now is to get the strategy where CEDA wants it to be.
- Aligning it with existing organisations and linked up is a priority.
- The list of technical advisors is looking very good.

#### NZ AgriFood Talks 2023

- The CEO advised there is a risk around how this event is going to be delivered, as CEDA isn't in the position to be able to increase budget or resources to undertake this event. This is why the decision was made to work with a partner to deliver the event on CEDA's behalf.
- Sprout Agritech have indicated they want to have full control over the delivery of the event, not use the NZ Agritalks brand, and CEDA only providing sponsorship. This approach is problematic for CEDA's required outcomes.
- The CEO has also had discussions with Jan Thomas, Vice-chancellor at Massey University, through the Riddet Institute who are potentially interested in hosting the event on CEDA's behalf.
- The CEO will be presenting the following options to the next Lead Team meeting:
  - CEDA to host the event
  - Partner with with Massey University to deliver
  - Postpone pending the outcome of the Food Strategy

An outlining paper will be circulated to the Board next week via email to make a decision.

- The Board suggested the shareholders need to be made aware of the overall cost, resources and people needed for CEDA to host this event and the shortfalls CEDA has in this regard.

#### Te Utanganui: The Central New Zealand Distribution Hub Strategy

- The CEO advise the strategy is progressing very well.
- The video has been finalised and shared with the shareholders and steering group. A copy will be sent to the Board. The next phase is a two-minute video for awards and other use.
- The Air NZ Board visit was very beneficial, CEDA presented the video which focused on Te Utanganui and Palmerston North Airport's role in the region for business and the visitor sector. The tour incorporated a visit to the Te Utanganui site and Countdown Distribution Centre, they received a good concept and sense of the project.
- A lot of advocacy work is being carried out and preparing for the upcoming Wellington Ministerial Delegation visit on Thursday 22 September.
- Ray Mudgway services have been secured for the current financial year and part of his deliverables is to present ten inward investment proposals.

#### Destination Management Plan

- The CEO advised the Coastal Arts Trail launch was very positive and links what is happening in the central region of NZ.
- Manawatū District Council have indicated an interest to get involved in the future.

#### 4.5. Key Stakeholder Engagement

- The CEO advised once again it has been a very productive month of engagements.

### **425-22 Marketing and Visitor Sector Development (including SRR Funded Programmes)**

#### MBIE SRR/STAPP

- Concerns on extension being granted, is not likely to hear for another three weeks, which takes CEDA three months out from the delivery deadline.
- Currently putting plan B and C in place.
- Any unspent funds will have to be returned to MBIE.

#### Capability Development Project

- The risk of no extension, CEDA is now planning a pivot to maximise the long-term impact of this project role and funding. This includes creating long-life resources eg. video tutorials, CEDA's trade and industry hub tools and new trails for The Country Road.

#### Digital Window to the Region

- A new "Deals" section has been created on ManawatuNZ.co.nz to showcase Manawatū visitor business offers which are pulled through from Newzealand.com. This will help to convert visitors to the website.

#### Destination Management Plan Refresh

- We've been engaging with industry and stakeholders over the past few weeks, looking at barriers and opportunities in the region and getting a better sense of potential and existing synergies with the many exciting projects happening across Manawatū.
- Stafford are working through the list of projects and prioritising them. These will then be sense checked before the final modelling is undertaken. There are approximately seventy-five projects to assess with twenty variables to weigh against each one.
- The projects will be ranked and identified, which ones are the catalyst projects for the region. After a final workshop of these, the project team will come back to the industry sector, stakeholders, partners etc for any final feedback and then complete the final project model. This will then feed into the refresh Manawatū Destination Management Plan.

The meeting stopped for a morning tea break at 10.33am and recommenced at 10.49am.

#### **426-22 Business and Sector Development (including Talent and Skills)**

##### Talent and Skills

- The Accelerate Academy collaboration project started last week and runs for eleven weeks. The feedback so far is very positive.

The Board thanked Nats for all his work and contribution over the last year at CEDA and wished him all the best for the future.

#### **427-22 CEDA Operations**

##### Draft Annual Report

- Jacqui advised the second design copy will be emailed to the Board once completed.
- The new branding has been incorporated which is looking very good.
- The inclusion of Te Reo Māori has been increased and confidently utilised in this year's version.

##### Board and Management Strategy

- Jacqui confirmed the 'Our 100 Year Regional Aspiration' was included in the document.
- The Board were advised this will be a living document.

##### Office of the Auditor-General NZ

- Jacqui advised the Board she had received a letter from the Office of the Auditor-General to advise CEDA, due to resource constraints within Audit NZ, CEDA has been allocated a new auditor – Grant Thornton New Zealand.
- This has left some uncertainty around the timelines and Jacqui is trying to find out this information.
- Jacqui will also take this opportunity to discuss their fees and will report back to the Board.

**428-22 Statement of Service Performance (previous month)**

- The Board asked for extra columns to be added to the report:
  1. To show the status colour for the current month and YTD change.
  2. To show if there is any upcoming risk to the performance not being achieved.

**Resolved: The Board agreed that the Service Performance Report for the period be received.**

**429-22 Financial Statements**

- Jacqui advised the draft Financial Statement, for the year ended 30 June 2022 has been amended due to late invoices being received.
- It was noted this draft Financial Statement hasn't been audited and once this has been completed the Board will sign-off.

**Resolved: The Board acknowledged the draft and updated Financial Statement for the year ended 30 June 2022 be received.**

**430-22 Confirmation of Minutes**

Consideration was given to the minutes of the meeting held on 25 July 2022.

The Board asked the minutes to be amended to include the following:

*Hayden Potaka and Nuwyne Te Awa Awe Mohi whakatau (welcomed) Te Ahu Teki to the Board at 9am.*

**Resolved: The Board agreed that the amended minutes of the meeting held on 25 July 2022 be confirmed as a true and accurate record.**

**431-22 Matters Arising from Minutes**

There were no other matters arising from the minutes.

**432-22 Directors Declarations of Interest**

Te Ahu Teki has emailed through his Declarations of Interest, and these have been added to the register.

Robbie Pickford advised she is now Director/Shareholder of World Class Education.

Paul Bayly advised he is standing for the Horizons Regional Council elections.

The Chair advised she represents Leonie Hapeta and Nats Subramanian through her business, ONLA Accounting.

**433-22 General Business**

Board Workplan and Decision Points 2022-2023

- No changes requested.

The CEO advised a meeting with the USA Ambassador for lunch is being held on 2 September. The Israeli Ambassador is visiting on 16 September, the Board will be sent an invitation to attend, the Chair confirmed her attendance.

David Norman advised he will be overseas until 19 October 2022.

The Board requested confirm dates CEDA is presenting to the councils be re emailed.

The Chair asked that future agendas include "Strategy Focus" topics. Board meetings to include visiting different businesses ie Food HQ, The Factory, as well as inviting guests speakers to present at the Board meetings.

CEDA Cars – Discussion on options for replacement if required eg Sponsorship from Toyota

**Next Meeting**

Friday 30 September 2022, 9am at CEDA Offices.

Te Ahu Teki apologies for this meeting he is unable to attend.

The meeting finished at 12.19pm.

Confirmed this 30<sup>th</sup> day of September 2022.



**Chairperson**

**Action Points**

Action	Responsible	Due Date	Status
Arrange meetings with PNCC, MDC, Whanganui & Partner and Manawatū Business Chamber Boards	CEO	Preferable after council meetings	W&P Board and Management Team meeting on 8 December

Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	CEO	Approach Rangitāne o Manawatū	Further information required before date confirmed.
NZ AgriFood Talks 2023 paper emailed to Board members	CEO		
Economic Development NZ Gala Awards Dinner date emailed to Board members	CEO	30 August	Completed
Israeli Ambassadors Visit invite emailed to Board Members.	CEO	30 August	Completed
Te Utanganui video emailed to Board members	Janet Reynolds	30 August	Completed
Report on NZ Careers Expo survey results	Jacqui Middleton	Board meeting 30 September	
Report on CEDA cars	Jacqui Middleton	Board meeting 30 September	
Add extra columns to the Statement of Service Performance document	Jacqui Middleton	Board meeting 30 September	
Email Board the dates CEDA is presenting to councils	Board Secretary	30 August	Completed
Presentation to the Board on the RBP programme		TBC	

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**CONFIDENTIAL**

**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

30 September 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 9am on Friday 30 September 2022 held at the CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1 –19 Fitzherbert Avenue, Palmerston North.

**Members Present:** Bobbie O'Fee (Chair), Paul Bayly, David Norman, and Robbie Pickford (Deputy Chair) and Margy Maré via Teams Link

**Apologies:** Te Ahu Teki

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles)

**Guests:** Jacqui Middleton, Finance and Operations Manager, Janet Reynolds, Marketing and Communications Manager, Albert Stafford and Julia Papahatzis, Stafford Strategy joined the meeting at 9.38am.

**MINUTES OF THE MEETING**

**434-22 Directors Only Session**

The CEO joined the meeting at 9.19am and the Board Secretary joined the meeting at 9.38am.

**435-22 Strategy Focus Topic**

**Destination Management Plan presentation** - Albert Stafford and Julia Papahatzis from Stafford Strategy presented their draft findings on the Destination Management Plan to the Board. Albert and Julia left the meeting after the presentation.

A discussion was held on the information they provided. The Board agreed to review the presentation and provide their feedback on the ten top projects.

The final report will be provided in November.

The presentation is to be downloaded in Boardable.

The meeting stopped for a morning tea break at 10.39am and recommenced at 10.49am.

**436-22 Health and Safety Update**

Jacqui advised the Board the COVID-19 Risk Assessment has been upgraded in line with the reduced risk reflected by Government after the removal of the Traffic Light System.

**Resolved: The Board agreed to receive the COVID-19 Risk Assessment September 2022**

**David Norman/Margy Maré  
Carried**

There were no other Health and Safety or wellbeing issues to report.

**437-22 Action Points from Last Meeting**

There were no Action Points discussed.

**438-22 Report from Chief Executive Officer**

**5.4. Key Projects Update  
Manawatū Food Strategy**

- The CEO discussed the Stage 2 Project Team with the Board and the rationale around their selection. Next steps is to put a contract for services in place.
- The Board asked for a report at the next Board Meeting detailing the focus, milestones, timeframe, and the expected outcomes from Stage 2. The CEO is confident the Project Team can deliver on the required outcomes.
- Engagement with iwi is to be coordinated by Poutama Trust with the Project Team being present at the workshops.
- The CEO advised the Advisory Group (still to be finalised), comprises of a diverse variety of experts.
- The Project Team from Stage 1 have been kept informed about the progress, and make up, of Stage 2.

**NZ AgriFood Talks 2023**

- The CEO advised the Board confirmation on the success of the bid for the BOMA E Tipu Satalite Conference 2023 was due today. He will let the Board know once received.
- CEDAs partnership budget for the event is \$90k (\$50k sponsorship from CEDA, \$35k in-kind from PNCC, and \$5k in-kind from CEDA). This would be a bi-annual conference with the cost to CEDA being only in the year Palmerston North hosts.
- At this stage, if CEDA isn't successful with the bid there will be no commitment to an event in 2023.

**Te Utanganui: Central New Zealand Distribution Hub Strategy**

- The CEO discussed the upcoming workshop which CEDA is hosting on behalf of KiwiRail.
- The purpose of the workshop is to further discuss the overall Masterplan.

#### Destination Management Plan

- It was noted Te Āpiti Manawatū Gorge is one of the top 10 projects outlined in the Stafford Strategy DMP presentation.

#### 5.5. Key Stakeholder Engagement

- The CEO advised it has been a very productive month of engagements.
- Moving forward some of the business engagements will be passed on to the new Business Development Manager.

#### **439-22 Marketing, Communications and Visitor Sector Development (including Funded Programmes)**

- MBIE SRR/STAPP - MBIE has confirmed the extension of funding and CEDA will utilise this to more targeted resources in the Rangitāne o Manawatū Tourism Strategy implementation and capability development projects. It was noted that the funding extension is in relation to destination and capability development only. Marketing aspects are to be completed by 31 December.
- The Spring Campaign has been moved to commence in November.

The remainder of report was taken as read by the Board.

Janet Reynold's left the meeting at 11.28am.

#### **440-22 Business and Sector Development**

##### Business Attraction Retention and Expansion

- The new Business Development Manager will be engaging on a more regular basis with businesses to gauge sentiment, and how CEDA can support them.

##### Business Development and Support

- MBIE are hosting a RBP workshop to set up best practice guidelines to be used by all regions.
- CEDA's Business Team have been working hard to achieve their KPIs to the end of the quarter and have a strategy in place to accomplish this. The CEO acknowledge the great work they are doing in managing themselves.
- It was noted Whanganui & Partners via The Horowhenua Company are having issues around appointing a 0.5FTE Business Growth Advisor. This could have an impact on the contract outcomes, and as CEDA is the contract holder we need to monitor this closely.
- The Board asked for a report on the KPI strategy.

The remainder of the report was taken as read by the Board.

#### **441-22 CEDA Operations**

##### Annual Report and Audit 2021-22

- Jacqui advised she still hasn't heard from Grant Thornton NZ to confirm timelines etc.
- Jacqui advised she will be discussing their fees.

**442-22 Statement of Service Performance (previous month)**

- The Board request a brief description where a status is displaying Red or Amber at the bottom of each section, to support what is being done to achieve the outcomes.

**Resolved: The Board agreed that the Service Performance Report for the period be received.**

**443-22 Financial Statements**

- Jacqui advised the variation in Profit and Loss employee salaries was due to timing, and there will be annual pay increases and staff changes that have/will also have an impact.
- Year-end forecasting will be completed for the Board from the start of the calendar year.
- An extra \$30K income was received for the Digital Boost pilot administration.

**Resolved: The Board agreed to receive the Financial Statements for the period.**

**444-22 Confirmation of Minutes**

Consideration was given to the minutes of the meeting held on 25 August 2022.

**Resolved: The Board agreed that the minutes of the meeting held on 25 August 2022 be confirmed as a true and accurate record.**

**445-22 Matters Arising from Minutes**

There were no other matters arising from the minutes.

**446-22 Directors Declarations of Interest**

David Norman advised he is now a shareholder of GHD Limited. He is also contracted by PNCC to develop the Masterplan for Te Utanganui.

Robbie Pickford left the meeting at 12.07pm.

**447-22 General Business**

Board Workplan and Decision Points 2022-2023 - No changes requested.

FoodHQ - The CEO met with the Board and a decision was made to continue, it was noted they have their own strategy.

The Factory - The CEO has started a discussion around the deliverables for the contract and ensuring CEDA derived good benefit from this contract.

The Board requested a schedule of CEDA project contractors and the dollar value of these contracts.

### Next Meeting

Wednesday 19 October 2022, 9am at CEDA Offices.

The meeting finished at 12.15 pm.

Confirmed this 19<sup>th</sup> day of October 2022.



**Chairperson**

### Action Points

Action	Responsible	Due Date	Status
Arrange meetings with PNCC, MDC, Whanganui & Partner and Manawatū Business Chamber Boards	CEO	Preferable after council meetings	W&P Board and Management Team meeting on 8 December
Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	CEO	Approach Rangitāne o Manawatū	Further information required before date confirmed.
Manawatū Food Strategy Stage 2 - report detailing the focus, milestones, timeframe, outcomes etc	CEO	Board meeting 19 October	
Schedule of contractors and dollar value.	Jacqui Middleton	Board meeting 19 October	
RBP report detailing the strategy to meet KPIs		November 2022	
Presentation to the Board on the RBP programme		November 2022	

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**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

19 October 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 9.06am on Wednesday 19 October 2022 held at the CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1 –19 Fitzherbert Avenue, Palmerston North and via Teams Link.

**Members Present:** Bobbie O'Fee (Chair), Paul Bayly, Margy Maré, David Norman (joined at 11:39am) and Te Ahu Teki.

**Apologies:** Robbie Pickford (Deputy Chair).

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Guests:** Jacqui Middleton, Finance and Operations Manager joined the meeting at 9.14am and Janet Reynolds, Marketing and Communications Manager joined the meeting at 9.06am. Nick Pyke, Co-Founder, Leftfield Innovation Limited joined the meeting via Teams Link at 10am. Ray Mudgway, Managing Director, RMC2 Limited joined the meeting via Teams Link at 10.57am.

**MINUTES OF THE MEETING**

**448-22 Directors Only Session**

There was no Directors Only Session.

**449-22 Health and Safety Update**

Continuing to recruit for the vacant roles. In some cases, contractors have been employed to reduce the workload on existing staff.

Management Team continue to keep an eye on staff morale.

There were no other Health and Safety or wellbeing issues to report.

**450-22 Action Points from Last Meeting**

All actions points were either due in November 2022 or covered within the Board meeting.

**451-22 Report from Chief Executive Officer**

4.3. Key Projects Update

Due to the request of the Board separate papers are being presented under agenda item 7 – Strategy Focus Topics for the following:

- Manawatū Food Strategy Stage 2
- Te Utanganui: The Central New Zealand Distribution Hub Strategy
- Te Āpiti Masterplan Project.

#### BOMA E Tipu Satalite Conference 2023

- The CEO advised the Board he has held discussions with ChristchurchNZ regarding the BOMA E Tipu Satalite Conference 2023 and the joint bid being approved.
- It was noted that all correspondence with Boma has been via ChristchurchNZ, CEDA has not held any formal conversations with them. CEO is confident he should know by Friday 21 October 2022, if not, he will contact them directly himself.

#### Te Utanganui: The Central New Zealand Distribution Hub Strategy Ray Mudgway to present later in agenda.

- Te Utanganui won the Collaborative Practice Award at EDNZ Conference in Christchurch and the Board acknowledged the work that has gone into the project.

#### NZ AgriFood Talks 2023

- The Lead Team have been advised the NZ AgriFood Talks 2023 will not be going ahead.
- If a Plan B is required for 2024 the Board has asked that a timeframe for preparations be given to CEDA well in advanced to create an event.

#### 4.4. Key Stakeholder Engagement

- The CEO has reported on his higher-level engagements rather than listing all his engagements this month.
- Ngai Tahu will be visiting the city regarding investing in Te Utanganui.
- Interaction and preparing a document for a potential investor looking to set up a business in the Palmerston North area.

The remainder of report was taken as read by the Board.

**452-22**

#### **Team Updates**

#### **Marketing, Communications and Visitor Sector Development (including Funded Programmes)**

##### Regional Identity

- The video project has commenced for the Spring/Summer campaign work and will be completed by 1 November 2022.
- PNCC are currently negotiating a potential Billboard for the region.

##### Destination Management Plan Refresh

- The feedback received has been very good on the top ten projects. The final draft report will be presented to CEDA in late October 2022 and then the final report in November 2022.

- The Board requested they see the final report before being presented to the Lead Team.

#### He Ara Kotahi, Hei Ara Kōrero Project

- The Steering Group's next step is to visit to Te Ara Tipuna (Waipukurau). This project is progressing well.

The remainder of report was taken as read by the Board.

### **453-22 Business and Sector Development (including Talent and Skills)**

#### Business Attraction Retention and Expansion

- The CEO has continued to engage with businesses until the Business Development Manger's role is filled.

#### Regional Business Partner Programme

- CEDA's Business Team have worked hard on achieving their KPIs and have reduced the gap significantly over the past month. A strategy is in place to ensure they are achieved for the remainder of the year.
- The CEO continues working with Whanganui & Partners on meeting their KPI's and processes. The Horowhenua Company still hasn't filled the 0.5 Business Advisory role and CEDA has provided ideas and support regarding this.
- Peer Review is controlled by Callaghan Innovation and to date this hasn't been requested.
- Callaghan Innovation will be performing a six-month review of their new processes and KPIs to ensure they are realistic and achievable. At this stage it's business as usual.

#### Digital Boost Programme

- The intermediaries will be required to provide a six-month report, before the second installment of funding is paid out.

#### Accelerate Academy Programme

- Māori students attending each week to learn about potential jobs and careers in the health sector. This is a by Māori for Māori initiative that will be the prototype for future initiative in other sectors.

The remainder of report was taken as read by the Board.

### **454-22 CEDA Operations**

#### Audit 2021-22

- Jacqui advised the Board she has met with Brett from Grant Thornton NZ and has provided feedback on the delays and the impact this has had.
- They have suggested the audit be carried out in late November, but Jacqui has requested early November as this works in with other deadline commitments ie. Statement of Intent and Half Yearly Report.

Jacqui Middleton and Janet Reynolds' left the meeting at 9.59am.



#### 454-22 Strategy Focus Topic

Nick Pyke, Co-Founder, Leftfield Innovation Limited joined the at 10am.

##### Manawatū Food Strategy Stage 2 Project Team

- Nick introduced himself to the Board and outlined the different roles and projects he has been involved with in the Agri, farming and food sector.
- He advised the Board the Project Team will be hosting their first meetings on Friday 21 October, one with the Project Management Team and the other with the Advisory Group.
- These meeting are to ensure they have the correct people, and they are fully informed on the project plan.
- The market is the first approach, then logistics and finally can it be produced on the land. Does the region have the confidence of the market? Stage 1 has proved a good foundation for Stage 2.
- The feedback received from Potama Trust workshops will be provided to the Project Team.
- The next step is for the sector to use this as a foundation document to move forward.
- The Board appreciated the programme of work and the timelines. The CEO and Nick are very confident these will be met.

The remainder of report was taken as read by the Board.

Nick Pyke left the meeting at 10.21am.

Jacqui Middleton and Janet Reynolds' re-joined the meeting at 10.33am.

#### 455-22 Statement of Service Performance (previous month)

- The Amber status of the following were discussed:
  - BAR&E Strategy
  - RBP and Callaghan Innovation
  - ManawatuNZ.co.nz 'sessions.

**Resolved: The Board agreed that the Service Performance Report for the period be received.**

#### 456-22 Financial Statements

- Jacqui advised the Board there is a profit for the month of September.
- Recruitment cost will be incurred.

**Resolved: The Board agreed to receive the Financial Statements for the period.**

#### 457-22 Confirmation of Minutes

Consideration was given to the minutes of the meeting held on 30 September 2022.

**Resolved: The Board agreed that the minutes of the meeting held on 30 September 2022 be confirmed as a true and accurate record.**

**459-22 Matters Arising from Minutes**

The Factory – the CEO has held discussion regarding the funding. The Board requested a report on the allocation of funding.

FoodHQ – the CEO advised there is no further update since the last meeting.

There were no other matters arising from the minutes.

**460-22 Directors Declarations of Interest**

The were no Declarations of Interest.

**461-22 General Business**

Board Workplan and Decision Points 2022-2023 - No changes requested.

The Chair will be attending the Manawatū Business Chamber's AGM on 14 November 2022.

Capex Approval for Mobile TV Unit

**Resolved: The Board approved the Capital Expenditure for the purchase of a Mobile TV Unit to a maximum price of \$3,800, for TV Cart and TV.**

**Paul Bayly/Margy Maré  
Carried**

The Board decided to add an extra hour to the 24 November 2022 meeting.

**462-22 Strategy Focus Topic (continued)**

Ray Mudgway, Managing Director, RMC2 Limited joined the meeting at 10.57am.

Te Utanganui: The Central New Zealand Distribution Hub Strategy

- Ray presented the draft Master Plan to the Board and its purpose is to provide a framework to inform future decision makers.
- It was acknowledged this is a very important document for council, administrators, and investors, and it's advancing very well. The final draft of the PNCC Masterplan is scheduled to be finished in February-March 2023.
- A discussion was held regarding the KiwiRails court appeals and the importance of getting this resolved. Ray is confident this will happen.
- KiwiRail are hosting some meetings and the CEO will report on the outcomes at the next Board meeting.
- Ray discussed the Wellington and regional stakeholders' interest and their potential involvement in the project,
- Ray outlined what the next steps are.

- Ray advised the Board the Ministry of Transport are interested in hosting workshops and using Te Utanganui as an example on how a strategy is achieved, and the pros and cons.
- Ray emphasised the importance of getting our messaging correct around Te Utanganui strategy.

Janet Reynolds left the meeting at 11.35am.

David Norman joined the meeting at 11.39am.

Ray Mudgway left the meeting at 11.41am.

Te Āpiti Masterplan Project Board Paper presented by the CEO.

- The CEO talked the Board through the background of Te Āpiti Projects and the reasoning for contracting Stafford Strategy to develop the Masterplan.
- The final report will be completed in February-March 2023, and this will be presented to the Board.
- The CEO advised the Governance Group only met every six months.

The remainder of report was taken as read by the Board.

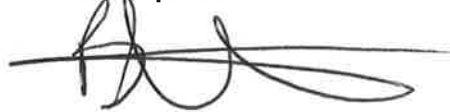
### Next Meeting

Thursday 24 November 2022, 9am at CEDA Offices.

The meeting finished at 12.09pm.

Confirmed this 24<sup>th</sup> day of November 2022.

**Chairperson**



### Action Points

Action	Responsible	Due Date	Status
Arrange meetings with PNCC, MDC, Whanganui & Partner and Manawatū Business Chamber Boards	CEO	Preferable after council meetings	W&P Board and Management Team meeting on 8 December
Board Members and CEDA Team for an overnight visit to Rangitāne o Manawatū Marae	CEO	Approach Rangitāne o Manawatū	Confirming available dates with Rangitāne o Manawatū for Board to select from

Report the Outcomes of the KiwiRail meetings	CEO	Board meeting 24 November	
Schedule of contractors and dollar value.	Jacqui Middleton	Board meeting 24 November 2022	In progress
Presentation to the Board on the RBP programme		After appointment of Business Development Manager	

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**CENTRAL ECONOMIC DEVELOPMENT AGENCY LTD (CEDA)**

24 November 2022

The meeting of Directors of the Central Economic Development Agency Ltd (CEDA) commencing at 11.01am on Thursday 24 November 2022 held at the CEDA Offices, Ruahine Room, TSB Towers, Level 1, 1 –19 Fitzherbert Avenue, Palmerston North.

**Members Present:** Bobbie O'Fee (Chair), Robbie Pickford (Deputy Chair). Paul Bayly, Margy Maré, David Norman and Te Ahu Teki.

**In Attendance:** CEO (Jerry Shearman) and Board Secretary (Julia Giles).

**Guests:** Jacqui Middleton, Finance and Operations Manager joined the meeting at 11.10am.

**MINUTES OF THE MEETING**

**463-22 Health and Safety Update**

CEO advised he is to hold 30-minute informal one-on-one discussions with each staff member.

There were no other Health and Safety or wellbeing issues to report.

**464-22 Action Points from Last Meeting**

All actions points were either due or covered within the Board meeting.

The Board asked for an investigate into other types of software programmes for storing and accessing the Board agenda, documents etc.

**465-22 Report from Chief Executive Officer**

3.3. Key Projects Update

Manawatū Food Strategy Stage 2

- The CEO advised the Board the new project team is progressing very well.
- The Technical Advisory Group feedback has been valuable and has a much more diverse representation across the sector.
- Work is continuing with our facilitator to host the one-day iwi and Māori stakeholder workshop.

BOMA E Tipu Satellite Conference 2023

- The CEO advised the Board he is still waiting for the contract from Christchurch NZ.

- The Chair asked if there was a Plan B if the contract didn't go ahead. At this stage the CEO expressed no reason for concern.

Te Utanganui: The Central New Zealand Distribution Hub Strategy

- The CEO advised the Board this strategy is progressing very well.
- Since last month's report, several positive meetings have been held.
- Getting the project to a point where more investment/funding and locating key people to continue moving this project along is a priority.
- An interesting lead came from the Hungarian Embassy inward investment held in Singapore they are interested in investing in New Zealand – Manawatū.

Destination Management

- The CEO advised the final Destination Management Plan will be provided to the Board via email.
- After further consultation the top ten projects are going to be reduced to four.

3.4. Key Stakeholder Engagement

- The CEO advised he had been busy attending meetings this month.
- The relationship with Rangitāne o Manawatū is very positive. The CEO would like to build the relationship with Ngati Kauwhata and Raukawa and needs help to establish the correct key people to connect with.

The remainder of report was taken as read by the Board.

466-22

## **Team Updates**

### **Marketing, Communications and Visitor Sector Development (including Funded Programmes)**

Regional Identity

- The visitor campaign launched in November has been a fantastic campaign and the feedback on the campaign has been very positive.
- The Board acknowledged and congratulated Janet Reynolds's on a job well done.

The remainder of report was taken as read by the Board.

467-22

## **Business and Sector Development (including Talent and Skills)**

Business Attraction Retention and Expansion

- The new engagement template is being used by the CEO and business sentiment is being tracked.
- Greg Bignall, the new Business Development Manager will be commencing in January 2023.

Regional Business Partner Programme

- CEDA's Business Team are working to continue to meet their KPIs. On-going engagement with W&P is being held.
- MBIE have been contacted to allocate further funding for the RBP Capability Fund.

- Stacey Ranginui has been appointed by Te Manu Atatū as the Māori Business Growth Advisor for the Manawatū-Whanganui region to deliver the RBP programme. She will be working 2 days from CEDA's office.

The remainder of report was taken as read by the Board.

#### **468-22 CEDA Operations**

CEDA Contracts Schedule

- Jacqui advised this is a living document and consists of the key contractors/suppliers.

Audit 2021-22

- Jacqui advised the audit is underway.
- The legal deadline will be missed due to audit delays, and this will be put in the notes to the financials. The shareholders are also aware of this.

#### **469-22 Statement of Service Performance (previous month)**

- The Amber status were discussed, and it was noted they had remained the same status since last month.

**Resolved: The Board agreed that the Service Performance Report for the period be received.**

#### **470-22 Financial Statements**

- Jacqui advised the Board that a the RBP contract funding wasn't included in the budget for the year, due to the uncertainty of gaining the contract. This is impacting on the variances for the year to date and contributing to the surplus at this stage.
- Jacqui advised that forecasting to year end will commence in the new year, so the Board are able to see the projected year end position.

**Resolved: The Board agreed to receive the Financial Statements for the period.**

#### **471-22 Confirmation of Minutes**

Consideration was given to the minutes of the meeting held on 19 October 2022.

**Resolved: The Board agreed that the minutes of the meeting held on 19 October 2022 be confirmed as a true and accurate record.**

#### **472-22 Matters Arising from Minutes**

There were no other matters arising from the minutes.

#### **473-22 Directors Declarations of Interest**



The were no Declarations of Interest.

#### 474-22 General Business

Board Workplan and Decision Points 2022-2023.

- No changes requested.

Visiting Whanganui on 8 December 2022

- The CEO circulated a draft agenda for the day activities.

Board meeting dates for 2023

- The Board decided to hold the Board meetings every 4<sup>th</sup> Tuesday of the month.
- The Board meeting timings will be 9-12pm and every alternative 9-3pm to include activities ie visit The Factory.
- It was noted the visit to Rangitāne o Manawatū Marae will commence later in the afternoon.

The Chair asked the Board and CEO to give some thought to potential opportunities for additional future funding avenues for CEDA.

#### Next Meeting

Thursday 26 January 2023, 9am at CEDA Offices.

The meeting finished at 12.52pm.

Confirmed this 26<sup>th</sup> day of January 2023.

#### Chairperson

#### Action Points

Action	Responsible	Due Date	Status
Meeting Whanganui & Partner Board	CEO	8 December 2022	Arranged
Arrange meetings with PNCC and MDC elected members	CEO	Board meeting 26 January 2023	
Arrange a meeting with Manawatū Business Chamber Board	CEO		
Board Members and CEDA Team for an overnight visit to	CEO	Approach Rangitāne o Manawatū	Confirming available dates with Rangitāne o Manawatū for Board to select from

Rangitāne o Manawatū Marae			
Report on The Factory funding allocation	CEO	Board meeting 26 January 2023	In progress
Final Destination Management Plan report emailed to Board	CEO		
Build relationship with Kauwhata and Raukawa	CEO	Board meeting 26 January 2023	
Software programmes for storing Board agenda etc.	Jacqui Middleton	Board meeting 26 January 2023	
Presentation to the Board on the RBP programme	Greg Bignall	Board meeting February 2023	

LGOIMA released to John LUKE - 20/03/2023