

# Statement of Intent

FOR THE YEAR TO 30 JUNE 2022 AND THE FOLLOWING TWO FINANCIAL YEARS



**venture**  
TARANAKI  
Te Puna Umanga

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# Chair's Comment



## Mā mua ka kite a muri mā muri ka ora a mua

Venture Taranaki Trust is the regional development agency for the Taranaki region. This Statement of Intent, provided by Venture Taranaki's Board of Trustees to our owner New Plymouth District Council, proposes a number of strategic and tactical interventions for the Trust that will support Taranaki's communities, enterprises and people for the 2021-2022 financial year and beyond.

The basis of this Statement of Intent is Venture Taranaki's Impact Strategy, which was developed in collaboration with our owner, stakeholders, and customers. This Strategy articulates the impact we seek to have within Taranaki and our desired outcomes over the short, medium and long terms. The Impact Strategy is supported by a measurement framework that allows us to track the value we provide in our community and our progress towards achieving our goals.

The ongoing impact of COVID-19 on the global, national and regional economy remains challenging and Venture Taranaki will continue to work closely with its owner and regional stakeholders in actioning Taranaki's 'return to better', leveraging and aligning with our regional strategic vision and priorities. This includes leading the economic strand of the regional recovery with focus on Smart Connected Communities and Enterprises, Food and Fibre Value Acceleration, and Advancing Energy Transition, with an underpinning foundation focused on Vibrancy. These initiatives reflect the priorities of the Taranaki Regional Economic Development Strategy, Tapuae Roa: Make Way for Taranaki, and the Taranaki 2050 Roadmap. The regional recovery provides the opportunity to unify organisations across the region, including local government and iwi, in a common cause. The region's success is dependent on partnership and collaboration across Taranaki and Venture Taranaki is committed to helping enable this work, subject to funding and resourcing.

The Trust's activities will also continue to support the overarching framework established by Tapuae Roa: Make Way for Taranaki, with a focus on the four futures defined in the strategy's Action Plan: Energy Futures, Māori Economy Futures, Food Futures, and Visitor Sector Futures. Subject to investment, this work will be accompanied by the initiatives and outcomes identified through the development of the Taranaki 2050 Roadmap and its associated pathway action plans. The Taranaki 2050 Roadmap has been co-created with our community and sets a clear pathway as Taranaki transitions to a low-emissions economy. The implementation phase of the Roadmap provides a number of investment opportunities across the regional economy. Ongoing resourcing for coordinating and actioning implementation will allow Venture Taranaki to continue to explore the realisation of these opportunities.

Venture Taranaki plays a critical role in helping Taranaki reach its potential. The ongoing support and confidence of our stakeholders Stratford District Council, South Taranaki District Council, and TOI Foundation must be acknowledged, as must the Trust's ongoing partnership with the Ministry of Business, Innovation and Employment. Their co-investment in our work, coupled with the New Plymouth District Council's cornerstone investment, is actively leveraged to secure central government contracts for service as the Taranaki regional business partner. This enables significant investment into research and development interventions with a focus on export markets and into building the capabilities of the people leading our region's small and medium-sized enterprises.

The regional development services that Venture Taranaki provides the people and enterprises of our region are repeatedly acknowledged as best in class. Our challenge remains ensuring we can continue to excel in all our endeavours to promote the Taranaki region as a preferred location to visit, live, learn, work, invest, create, and do business while balancing our abilities to meet increasing demand for our core services and deliver on a growing number of strategic projects and interventions as determined by Tapuae Roa; Taranaki 2050 and the Covid-19 regional recovery.

Venture Taranaki is strongly positioned to support the resilience of our region, our people, families, whanau, businesses and communities, both now and in the future, and this Statement of Intent sets out how we will do that.

Kia hora te marino, kia whakapapa pounamu te moana, kia tere te kārohirohi i mua i tō huarahi

A handwritten signature in black ink that reads "Jamie Tuuta". The signature is fluid and cursive.

**JAMIE TUUTA**

*Chair, Venture Taranaki Trust*

# Purpose

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI):

- publicly states the activities and intentions of Venture Taranaki Trust for the year to 30 June 2022 and the following two financial years, and the objectives to which these activities contribute,
- provides the opportunity for New Plymouth District Council, as shareholder, to influence the direction of Venture Taranaki Trust,
- provides the basis for Venture Taranaki Trust's accountability to its shareholder.

This SOI reflects the strategic direction of Taranaki's regional economic development strategy – Tapuae Roa, Taranaki 2050, and the COVID-19 Regional Recovery Plan.

The content of the Statement of Intent is specified in Schedule 8 of the Local Government Act 2002.

This Statement of Intent is reviewed annually with New Plymouth District Council and spans a three-year horizon.



# About Venture Taranaki

Venture Taranaki is a Council Controlled Organisation owned by New Plymouth District Council and is responsible for regional development and promotion activities in New Plymouth and the wider region.

Venture Taranaki is a Trust incorporated under the Charitable Trusts Act 1957 but does not meet the criteria for a registered charity under the *Charities Act 2005*.

## TRUST OBJECTIVES

Venture Taranaki's objectives are set out in its founding trust deed and are to:

- Provide leadership and support for the development and implementation of local, regional and national strategies for the creation of a vibrant and prosperous New Plymouth District economy and Taranaki regional economy.
- Facilitate, promote, encourage and support sustainable enterprise growth, investment and employment opportunities in New Plymouth District and the Taranaki region.
- Support the district's commercial enterprises, large and small, mature or start-up, to establish, flourish and prosper.

In carrying out these objectives Venture Taranaki will:

- Be a good employer.
- Recognise the need for Māori to achieve economic

prosperity. The Trust recognises Māori enterprise as having considerable growth potential and will actively seek to engage with Māori.

- Conduct its affairs in accordance with sound business practices.
- Maximise the organisation's value in its own right and for the benefit of the New Plymouth District community by:
  - Winning and fulfilling contracts for service with New Plymouth District Council, South Taranaki District Council, Stratford District Council and other partner organisations.
  - Reviewing the organisation's range of development services to reflect the strategic direction of Taranaki and its changing landscape.
- Be a good corporate citizen and act as a role model by:
  - Acting ethically.
  - Being culturally and environmentally conscious.
  - Complying with legislative requirements.
  - Seeking to ensure, so far as is reasonably practicable, the health and safety of workers and that other people are not put at risk by our work.
- Conduct research and development, and benchmarking to improve its range of services and identify and adopt global best practice standards.



# The nature and scope of activities to be undertaken

The nature and scope of the activities to be undertaken by Venture Taranaki are guided by our strategic framework and supporting performance and accountability measures and outcomes, described below.

## Venture Taranaki's Strategic Framework

Venture Taranaki (VT) is guided by the vision, outcomes and strategic priorities of New Plymouth District Council as its shareholder. Together with Tapuae Roa – Taranaki's Regional Economic Development Strategy and the Taranaki 2050 Roadmap, these form an integral part of the strategic framework for VT. VT plays a key role in the implementation of Tapuae Roa and its associated Action Plan. Investment from NPDC enables VT to resource leading and/ or facilitating specific actions as well as some co-ordination, monitoring and reporting on progress under the Action Plan. This includes the Māori Economy Future area, working with Ngā Iwi o Taranaki, Hāpu and other Māori organisations.

Another key strategic document for Venture Taranaki and the region is the Taranaki 2050 Roadmap. The Roadmap was co-developed with the Taranaki community and sets twelve transition pathways that will progress the region towards a low emissions future. Action plans for each pathway have been developed and Venture Taranaki had led the preparation of a number of investment proposals for central government to move these action plans into implementation.

Venture Taranaki support for Nga Kaiwhakatere o Taranaki to progress the Tapuae Roa and Taranaki 2050 work programmes is dependent on securing funding for regional strategy activity.

### COVID-19 REGIONAL RECOVERY

The ongoing impact of Covid-19 continues to pose challenges for the regional, national and global economy.

Taranaki has a unique opportunity to respond to and recover from the impacts of COVID-19. Venture Taranaki is leading the economic strand of the regional recovery. This includes the actioning of a plan to support the region to lead a green and inclusive recovery in Taranaki, based on enhanced outcomes for our wellbeing, Māori, the climate, and biodiversity. The tactical plan incorporates and integrates actions from Tapuae Roa, the Taranaki 2050 Roadmap, COVID-19 response and the Government's 8 economic shifts, and builds on actions to date (including over 2020/21) in all those areas.

Venture Taranaki will continue to work closely with NPDC and other regional stakeholders to ensure the region's vision is enduring, and economic recovery planning builds on our region's strengths and allows Taranaki to remain agile, collaborative and responsive to opportunities as our communities return to better.

The relationship between the Regional Leadership Group and Venture Taranaki is still to be clarified at the time of writing.

New Plymouth District Council's Strategic Framework is set out in the image below.

**Vision**

# Sustainable Lifestyle Capital

**Mission**

To provide our people with an innovative and resilient district that restores mauri, protects our environment and supports a successful economic transition, while providing quality infrastructure and leadership through operational excellence

**Goals**

Partnerships	Delivery	Community	Sustainability	Prosperity
 Strengthening a treaty based partnership with tangata whenua and building partnerships with not-for-profit, private enterprise, and government to improve outcomes for all	 Understanding and balancing our people's needs and wants through prudent delivery of quality infrastructure and services	 Achieving wellbeing through a safe, creative, active and connected community while embracing Te Ao Māori	 Nurturing our environment, mitigating our impact and adapting to climate change	 Growing a resilient, equitable and sustainable economy where people want to work, live, learn, play and invest across our district



# Venture Taranaki Impact Strategy and Performance Framework

Venture Taranaki's Impact Strategy is an outcomes-based framework that articulates the intervention logic between activities delivered by the Trust and desired outcomes for Taranaki over the short, medium, and longer-term. It is a valuable tool in guiding investment and resourcing decisions, prioritising activities, and communicating to stakeholders and the region the value of the activities Venture Taranaki Trust delivers.

The Impact Strategy is supported by a measurement framework that sets out suite of activity measures and indicators which form the basis of Venture Taranaki Trust's accountability and performance reporting.

The Impact Strategy represents a clear understanding Venture Taranaki Trust's activities, impact and performance. It is intended to be a living document and will be revisited and refined over time.

Tapuae Roa's futures and foundations are represented across the Impact Strategy and there are clear and logical links between these and the activities that the Trust delivers. Key themes from the Taranaki 2050 Roadmap are also present in the Strategy. The COVID-19 'return to better' plan also guides priorities across the activities of Venture Taranaki, while retaining the core focus areas and impacts the Trust aims to effect over time.

## TAPUAE ROA AND THE IMPACT STRATEGY

Venture Taranaki's Impact Strategy has been developed within the context of needing to embed the strategic direction, goals and actions articulated in Tapuae Roa to ensure activities and desired outcomes are aligned.



The three pillars of Tapuae Roa have been integrated across the Impact Strategy:

- Attractive Lifestyle – reflected in the outcomes related to the natural environment and Taranaki being a great place for living and visiting
- Talented People - reflected in outcomes related to increased business capability, innovation and the attraction, growth and retention of talent in Taranaki.
- Modern, high value economy – reflected in outcomes related to a diverse economy, investment attraction, innovation, business capability and talent.

The Impact Strategy also aligns with the Futures and Foundations of the Tapuae Roa Action Plan which are a core focus of Venture Taranaki's activities. The Four Futures of Energy, Food, Visitor Sector and Māori Economy articulate areas for focused activity. Success in these areas will lead to the following outcomes:

- Taranaki seen as a great place for living and visiting
- Diverse local economy
- Enterprises, including Māori enterprise, start, grow, relocate and succeed in Taranaki
- Public and private sector invest in Taranaki
- Enterprises being connected to realise opportunities for the region

The Four Foundations support the development of the Four Futures: Talent, Enterprise and Innovation; Vibrancy and Liveability; Accessibility and Connectivity; Investment. Success within the Four Foundations will lead to the following outcomes:

- Taranaki seen as a great place to invest
- Taranaki seen as a great place for living and visiting
- Enterprises are connected to realise opportunities for the region
- Innovation is integrated into enterprise
- Taranaki having appropriate infrastructure for enterprise to flourish
- Increased business capability and confidence.

## TARANAKI 2050 ROADMAP AND THE IMPACT STRATEGY

The Transition Pathway Action Plans outlined in the Taranaki 2050 Roadmap are also closely aligned with the Impact Strategy. For example, the energy, food and fibre, innovation and tourism pathways align with fostering sector diversification and growth; championing innovation and sustainability and destination readiness and promotion activities outlined in the Impact Strategy. The pathways of people and talent, infrastructure and transport, health and wellbeing and arts are aligned with the Impact Strategy outcomes of talent being attracted to, grown and retained in Taranaki, people choosing to live in Taranaki and Taranaki having appropriate infrastructure for enterprise to flourish.

## MEASUREMENT FRAMEWORK

The Impact Strategy is supported by a measurement framework that seeks to measure progress against desired outcomes and impacts to ensure that Venture Taranaki's activities are aligned to its strategic framework (which embeds Tapuae Roa and Taranaki 2050) and delivering value in the region.

Historically, economic development has been focused on performance measurement, which evaluates activities, or direct outputs, such as the number of workshops delivered, meetings held, or number of visitor nights. This approach has sometimes led to a focus on doing the wrong things and fails to tell the story of what the long-term change is.

Impact measurement evaluates "outcomes," which are the benefits or changes that are consequences of the program activities and their results.

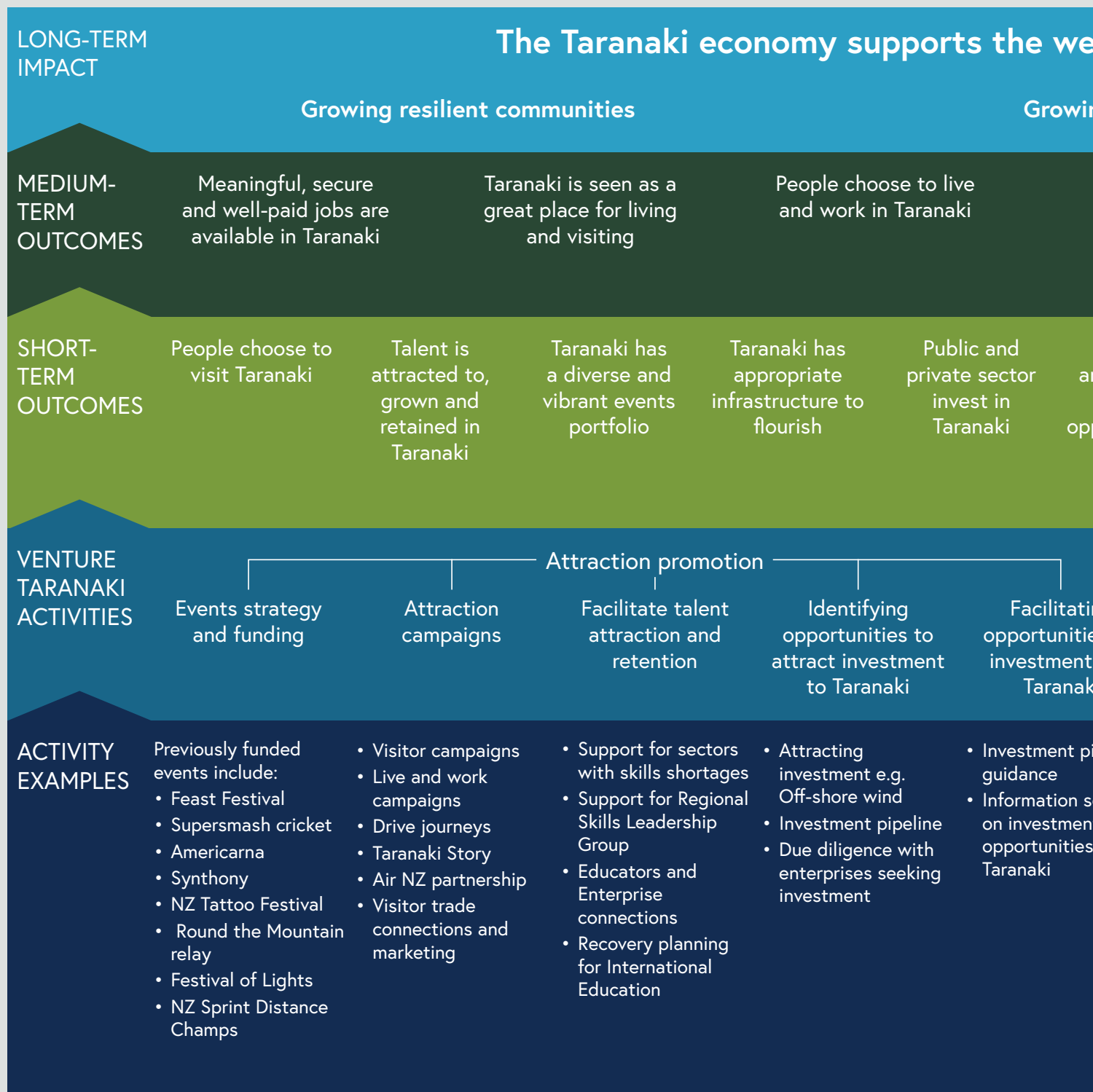
The Measurement Framework articulates three levels of measures and indicators:

- Performance measures: measure activity to ensure agreed levels of service are delivered
- Short-term outcomes: indicators to track progress against desired outcomes, activities are delivered with the intention of impacting these outcomes
- Medium-term outcomes: indicators to measure outcomes that are anticipated if short-term outcomes are realised.

Venture Taranaki will report against the measures and indicators set out in the Measurement Framework and will continue to also specifically monitor and report on the implementation of Tapuae Roa and Taranaki 2050, as investment allows.

# Venture Taranaki Impact Strategy

## – Linear



# Well-being of our people and environment

## Growing resilient enterprises

## Growing resilient economies

Increased visitor spending

Increased regional spending

Taranaki seen as a great place to invest

Enterprises, including Māori enterprises, start, grow, relocate and succeed in Taranaki

Enterprises are connected to realise opportunities for the region

Increased enterprise capability and confidence

Innovation is integrated into enterprise

Diverse local economy

Regional economic intelligence supports decision-making

Outside VT control

Increased rate-payer base

Taranaki has a great natural environment

Taranaki has great facilities and activities

Engaging enterprises for into the region

Enterprise support

Enterprise connection and signposting

Championing innovation and sustainability

Fostering sector diversification and growth

Coordinating and connecting regional strategies and initiatives

Match sessions in

- Start-up clinics
- Business mentoring
- Enterprise advisory support
- Administering Covid-reponse funding

- PowerUp Entrepreneurship Programme
- Summer student internships
- Facilitating R&D funding
- Facilitating capability building

- Regenerative agriculture workshops
- Auckland Food Show
- Curious Minds
- Massey University Partnership

- Sector support, including food; energy; engineering; visitor; and emerging / high impact sectors
- Branching Out project

- Regional strategy coordination
- Advocacy work
- Economic monitoring and analysis, including bi-annual Trends reports and business survey

# Outcome and impact indicators

The Impact Strategy includes a range of indicators that are used to track progress towards the outcomes and impacts described in the top green layer of the Impact Strategy. These are the desired outcomes and impacts that our stakeholders would like to see for the region and also incorporate or reflect relevant measures set out in the Tapuae Roa Action Plan. The indicators are tracked and refined over time, and used to develop baseline data and track trends. These are presented from medium to short-term, followed by our specific organisational performance measures to illustrate the clear link between what our region wants and the activities Venture Taranaki delivers. The outcomes below are not service level performance measures.

## MEDIUM-TERM OUTCOMES

The table below sets out indicators for each of the impacts articulated in the Impact Strategy.

Impact Area	Indicator		Data Source
Enterprises, including Māori enterprise, start, grow, relocate and succeed in Taranaki	Number of enterprises that begin trading following VT support	MTO01	Client survey
	Number of enterprises who have increased their revenue in the year following Venture Taranaki interaction	MTO02	Venture Taranaki
	Number of enterprises who have increased their staff numbers one year following Venture Taranaki interaction	MTO03	Venture Taranaki
	# of enterprise 'births' and 'deaths' – annual change	MTO04	Infometrics and Stats NZ
	Number of Māori enterprises registered in Taranaki	MTO05	StatsNZ
An increase in the number of meaningful, secure and well-paid jobs	# people employed in highly skilled; skilled; semi-skilled and low-skilled jobs	MTO06	Infometrics
	% people employed in highly skilled; skilled; semi-skilled and low-skilled jobs	MTO07	Infometrics
	Employment across industry sectors in Taranaki	MTO08	Infometrics
	NEET Rate (Not in employment training etc)	MTO09	Stats NZ
	Employment rate; unemployment rate; participation rate	MTO10	Stats NZ
	Median Incomes – households and personal	MTO11	Infometrics
	Number and growth of employment of those identifying as Māori in Taranaki	MTO12	Infometrics
	Skill levels of those identifying as Māori in Taranaki	MTO13	Infometrics
Taranaki seen as a great place for living and visiting	Covered by outcome indicators above		
People choose to live and work in Taranaki	Covered by outcome indicators above		
Increased tourism spending	Tourism spend in Taranaki	MTO14	
Increased regional spending	Retail spend in Taranaki – \$ and % growth	MTO15	Market View
Taranaki seen as a great place to invest	Covered by outcome indicators above		
Confidence in Taranaki and its economy	Confidence in Taranaki and its economy	MTO16	Annual enterprise survey undertaken by Venture Taranaki

## SHORT-TERM OUTCOMES

Outcome	Indicator		Data Source
Public and Private sector invest in Taranaki	% that report increased investment after engagement with VT support	STO01	Client survey
	Funding received as a result of a Venture Taranaki referral	STO07	Client survey
Taranaki has appropriate infrastructure for enterprise to flourish	Enterprises agree that Taranaki has the infrastructure required for them to succeed	STO02	Business Survey
Regional economic intelligence supports decision-making	Views and downloads of reports and regional monitoring updates	STO03	Google Analytics
Diverse local economy	Regional GDP	STO04	Stats NZ
	The spread of Regional Domestic Product across industry sectors	STO05	Infometrics
Increased enterprise capability + confidence	% of enterprises that report Venture Taranaki support has led to increased capability	STO08	Client survey
	% reporting enterprise better positioned as result of interaction with VT	STO09	Client survey
Increased enterprise capability and confidence	% that report improved confidence after engagement with VT support	STO10	Client survey
	% reporting increased connectivity as result of VT interaction	STO11	Client survey
	Net Promoter Score of supported enterprises	STO12	Client survey
	Number of people or enterprises who identify as Māori receiving support from Venture Taranaki	STO13	Client survey
Innovation is integrated into enterprise	% that report increased innovation after engagement with VT support. Innovation is defined as an enterprise developing new products/ services or trying new ways of doing things.	STO14	Client survey
Taranaki has a diverse and vibrant events portfolio	Events that have the potential to attract out of region visitation or national/international profile.	STO15	Venture Taranaki
	Number of annual major events in Taranaki	STO	Venture Taranaki
	Diversified portfolio of events as defined in the Regional Events Strategy	STO19	Venture Taranaki
	Number of meetings, incentives, conferences and exhibitions held in Taranaki annually	STO19A	Venture Taranaki
People choose to visit Taranaki	Annual visitor guest nights (Commercial accommodation) <b>NOTE: current data-set has been discontinued, new indicator/s to be developed</b>	STO20	StatsNZ Infoshare
	Visitor spend in Taranaki	STO21	MBIE
Talent is attracted to, grown and retained in Taranaki	Working age population %	STO22	Census
	Working age population #	STO23	Census
	Population #	STO24	Census
	Population growth rate %	STO25	Census
	People living in Taranaki who were not residing in region 5 years prior	STO26	Census
	Net growth in International migrants to the region	STO27	Infometrics and Stats NZ

# Venture Taranaki 2021/22 Performance Measures

The table below sets out the key service level measures for the activities that Venture Taranaki Trust will deliver over the coming year. These directly relate to the activities set out in the blue ring of the Impact Strategy on the previous page and will be reported on over the annual reporting cycle.

Impact area	Activity	Measure	Target	Data Source
Fostering innovation and resilience	Undertaking environmental scans and regional economic monitoring	Number of regional monitoring updates released	KPI03 4	Venture Taranaki
	Championing innovation and sustainability	Number of initiatives targeting or supporting innovation and sustainability.	KPI04 4	Venture Taranaki
	Fostering sector diversification and growth	Number of initiatives targeting sector diversification and growth	KPI05 4	Venture Taranaki
Enterprise support and enablement	Enterprise Connection and Signposting	Number of referrals and connections made by Venture Taranaki staff	KPI06 200	Venture Taranaki
	Enterprise Support	Net Promoter Scores (NPS) on support experience	KPI07 +50 (or greater)	Annual client survey
		Number of support engagements	KPI08 4000	Venture Taranaki
		Breadth of enterprise support activity undertaken (number of different support initiatives)	KPI09 5	Venture Taranaki
Promoting Taranaki as a great place to live, learn, work, invest, create and play	Oversee regional events strategy	Number of engagements with regional events organisers and operators	KPI10 25	Venture Taranaki
	Administer the Major Events Fund	Number of major events funded in accordance with the criteria of NPDC's major events fund	KPI11 4	Venture Taranaki
	Destination Promotion and Attraction	Number of destination promotion and attraction initiatives	KPI12 2	Venture Taranaki
		Number of engagements with visitor industry operators (including local operators, other RTOs, national and international tourism agencies)	KPI13 1000	Venture Taranaki
	Facilitate talent attraction and retention	Number of talent initiatives	KPI14 2	Venture Taranaki
	Identifying and facilitating opportunities for investment into and within Taranaki	Undertaking initiatives to support investment into Taranaki	KPI01 5	Venture Taranaki
		Supporting/facilitating investment enquiries or opportunities into or within Taranaki	KPI02 10	Venture Taranaki

\* Engagement is defined as an interaction by staff with an external party and includes meetings, workshops, activity-focussed emails, phone and video-conferencing conversations.

# 2021/22 investment and priorities

Additional operational investment into Venture Taranaki targeted to Tapuae Roa will allow continued progress in this area, building on the foundation of the work Venture Taranaki was able to deliver in 2020/21 using targeted funding from NPDC. The initiatives that will be progressed with this funding include:

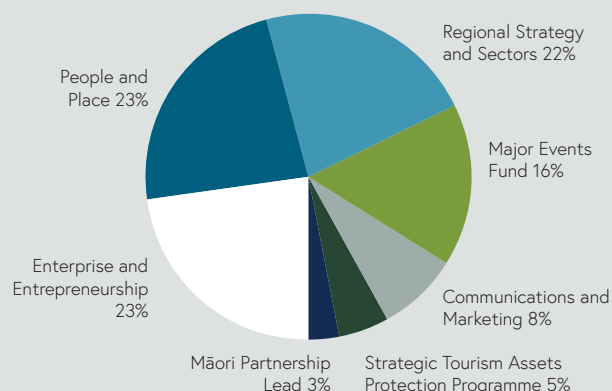
- Continuing the Power-Up programme targeted at growing, connecting and telling the story of Taranaki's entrepreneurship ecosystem (this programme was developed and launched in 2020/21 using targeted Tapuae Roa funding)
- Progressing sector development work, including support for emerging and niche sectors as well as the food and fibre, energy and visitor sectors
- Talent and visitor attraction and retention activities, supporting visitor futures and talent focus areas of Tapuae Roa
- Supporting Māori enterprise and entrepreneurship, in line with Ngā Iwi o Taranaki's Te Aranga Strategy.

## INVESTMENT ACROSS ACTIVITY AREAS

Monitoring of investment across activity areas will be included in all performance reports to the Council.

The graph below shows a break-down of Venture Taranaki's revenue across activity areas. Note that this includes all revenue (NPDC and other funding partners such as MBIE, MPI, South Taranaki District Council and Stratford District Council).

### 2021/2022 Planned Proportional Investment



# NPDC investment into Venture Taranaki

The Trust requests the following investment from the New Plymouth District Council (per the Long-term Plan 2021-23)

	Actual 2018-2019	Actual 2019-2020	Actual 2020-2021	Budget 2021-2022	Budget 2022-2023	Budget 2023-2024
<b>Event Fund</b>	\$749,452	\$764,441	\$781,258	\$791,341	\$808,716	\$827,341
<b>Economic Development &amp; Visitor Industry</b>	\$2,161,214	\$2,204,438	\$2,252,936	\$2,282,013	\$2,332,116	\$2,385,827
<b>Tapuae Roa / ED Implementation</b>			\$364,854	\$376,215	\$384,475	\$393,330
<b>Total funding requested</b>	<b>\$3,260,666</b>	<b>\$3,325,879</b>	<b>\$3,399,048</b>	<b>\$3,449,569</b>	<b>\$3,525,307</b>	<b>\$3,606,498</b>

# Venture Taranaki's relationship with New Plymouth District Council

Venture Taranaki Trust is committed to a positive and constructive relationship with New Plymouth District Council as its shareholder. The following mechanisms will continue to be used to ensure this relationship enables open and honest sharing of information and supports appropriate performance monitoring and accountability to the Council and the community:

- A shared focus on the development of the district and region, guided by the vision of Tapuae Roa, the Taranaki 2050 Roadmap and regional recovery.
- A shared focus on high quality service delivery guided by the performance measures set out in the SOI.
- Continuing the 'no surprises' approach that Venture Taranaki Trust's relationship with its shareholders is founded upon.
- Six-monthly governance workshops between the Venture Taranaki Trust Board and New Plymouth District Councillors to discuss developments in the economy and Venture Taranaki's progress on the projects and activities in this Statement of Intent.
- Quarterly workshops between Venture Taranaki Trust's Chair, CEO, Senior Management Team and New Plymouth District Councillors to coincide with the quarterly updates to New Plymouth District Council. Venture Taranaki will work with NPDC officers on the content and format of these workshops to ensure they are useful and are aligned to council priorities.
- Quarterly updates will be provided that reflect the Impact Strategy and any other significant projects that Venture Taranaki Trust is responsible for. These updates will include reporting on the delivery of Tapuae Roa and Taranaki 2050 and a high-level breakdown of investment across activity areas, as provided in this Statement of Intent.
- The Impact Strategy will be reported on six-monthly.
- Full financial reporting will continue to be provided on a six-monthly basis via the Interim Financial Report and the Annual Report.

- Regular meetings between Venture Taranaki Trust and New Plymouth District Council CEOs.
- A member of New Plymouth District Council's Executive Leadership Team attending and participating as an advisor at Venture Taranaki Trust Board meetings.
- Venture Taranaki acknowledging the Council as shareholder in branding and external communication, where appropriate.

Venture Taranaki Trust will also provide information to its shareholder that meets the requirement of all relevant statutes, including, the *Charitable Trusts Act 1957*, the *Local Government Act 2002* and the *Financial Reporting Act 2013*, to enable shareholders to make an informed assessment of the organisation's performance, including:

- An annual Statement of Intent in accordance with Section 64 of the *Local Government Act 2002*.
- Half yearly and quarterly reports within two months of the end of the financial first and third quarters and half year in accordance with Section 66 of the *Local Government Act 2002*.
- An annual report within three months of the end of the financial year in accordance with Sections 67, 68 and 69 of the *Local Government Act*.

## NPDC REVIEW OF VENTURE TARANAKI

NPDC has recently engaged Henley Hutchings to undertake a review of Venture Taranaki, focused on governance and ownership arrangements. This review will also fulfill the requirements s17A of the Local Government Act 2002 to regularly review delivery of services. Venture Taranaki has participated in the review and will work with NPDC on findings or recommendations that are made from the review process. As outlined in NPDC's Statement of Expectations, it is anticipated that decisions resulting from the review will be reflected in the 2022/23 Statement of Intent.



# The Board of Trustees' Approach to Governance

Governance of Venture Taranaki Trust is the responsibility of the Board of Trustees. Operations of the organisation are the responsibility of the Chief Executive who reports to the Chair of the Board of Trustees.

The primary role of the Board of Trustees is to:

- Approve the allocation of capital and resources to enable the organisation to achieve its objectives in a manner that best serves the economic development needs of New Plymouth District and the Taranaki region.
- Effectively represent and promote the interests of New Plymouth District and the Taranaki community with a view to adding long-term value.
- Direct and supervise the management of the organisation's business affairs including:
  - Establishing goals and strategies
  - Establishing policies for strengthening the performance of the organisation
  - Monitoring performance of management
  - Deciding whatever steps are necessary to protect the organisation's financial position
- Ensuring that financial statements are true and fair, and conform to generally accepted accounting practices
- Ensuring the organisation adheres to high standards of ethics and behaviour
- Ensuring the organisation has appropriate risk management and regulatory compliance policies in place.
- Satisfy itself that the organisation is achieving the organisation's goals
- Familiarise itself with issues of concern to the economic development of New Plymouth District and the broader regional community.
- Evaluate economic, political, social and legal issues that may impact on the performance of the organisation and delivery of its objectives;
- Assess the performance of the Board in accordance with the requirements of the Settlor (New Plymouth District Council).

## POLICY FOR THE APPOINTMENT OF TRUSTEES

Trustees are appointed by New Plymouth District Council in accordance with its Appointment and Remuneration of Directors of Council Organisations Policy.

# Statement of Accounting Policies

## REPORTING ENTITY

Venture Taranaki Trust is a Charitable Trust incorporated in New Zealand under a Trust Deed dated 27 May 1998 and is domiciled in New Zealand. The Trust commenced operations on 1 July 1998.

The Trust is a wholly owned subsidiary of New Plymouth District Council and is a Council Controlled Organisation as defined in Part 1 Section 6 of the *Local Government Act 2002*.

The Trust is a Public Sector Public Benefit Entity (PBE) for financial reporting purposes.

## BASIS OF PREPARATION

The financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period.

### Statement of compliance

The financial statements have been prepared in accordance with the requirements of the Financial Reporting Act 2013 which include the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

The financial statements have been prepared in accordance with Tier 2 Public Sector PBE Financial Reporting Standards as issued by the New Zealand External Reporting Board (XRB). The financial statements comply with International Public Sector Accounting Standards Reduced Disclosure Regime (IPSAS RDR) and other applicable Financial Reporting Standards as appropriate to Public Sector PBEs.

The Trust is eligible to report in accordance with Tier 2 Public Sector PBE Accounting Standards on the basis that it does not have public accountability and annual expenditure exceeds \$2 million but does not exceed \$30 million.

The Trust is deemed a public benefit entity for financial reporting purposes, as its primary objective is to provide services to the community and the Trust has been established with a view to supporting that primary objective rather than a financial return.

### Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### A. Revenue

Revenue is measured at fair value.

The specific accounting policies for significant revenue items are explained below:

### Government grants

Grants received from the New Plymouth District Council are the primary source of funding to the Trust and are restricted for the purposes of the Trust meeting its objectives as specified in the Trust's trust deed. The Trust also receives other government assistance for specific purposes, and these grants usually contain restrictions on their use.

Council, government, and nongovernment grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

### Interest income

Interest income is recognised using the effective interest method.

### Foreign currency transactions

Foreign currency transactions are translated into NZ\$ (the functional currency) using the spot exchange rate at the date of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

### B. Grant Expenditure

Non-discretionary grants are those grants awarded if the grant meets the specified criteria. They are expensed when an application that meets the specified criteria for the grant has been received. The Trust's non-discretionary grants have no conditions that need to be fulfilled to receive the grant.

Discretionary grants are those grants where the Trust has no obligation to award the grant on receipt of the grant application. For discretionary grants without conditions, the total committed funding is expensed when the grant is approved and the approval has been communicated to the applicant. Discretionary grants with conditions for the delivery of an event are expensed when the grant is approved and the approval has been communicated to the applicant. This is based on the fact that the event is likely to occur and the payment is probable.

### C. Leases – Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

Lease payments under an operating lease are recognised as an expense on a straight line basis over the lease term.

#### **D. Cash and cash equivalents**

Cash and cash equivalents include cash on hand and deposits held at call with banks and other short term highly liquid investments with original maturities of three months or less.

#### **E. Receivables**

Trade and other receivables are initially measured at fair value and subsequently at fair value less any provision for impairment. The amount of impairment is the difference between the carrying amount of the receivable and the present value of the amounts expected to be collected which is determined on an analysis of the Trust's losses in previous periods and review of specific debtors.

##### *Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Loans to community organisations made at nil or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar financial instrument. The difference between the face value and present value of the expected future cash flows of the loan is recognised in the surplus or deficit as a grant expense. The loans are subsequently measured at amortised cost using the effective interest method.

#### **F. Impairment of financial assets**

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

#### **G. Intangibles**

##### *Software acquisition*

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with development and improvements of Venture Taranaki's websites are recognised as an asset when incurred as the websites generate future economic benefits.

##### *Amortisation*

Computer software licenses are amortised on a straight-line basis over their estimated useful life of two and a half years. Amortisation begins when the asset is available for use and ceases at the date when the asset is disposed of. The

amortisation charge for each year is recognised in surplus or deficit.

#### **H. Property, plant and equipment**

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

##### *Additions*

The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably. In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at its fair value when control over the asset is obtained.

##### *Disposals*

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are presented net in the surplus or deficit.

##### *Subsequent costs*

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that service potential associated with the item will flow to the Trust and the cost of the item can be measured reliably. The costs of day-to-day servicing of property, plant, and equipment are recognised as an expense as they are incurred.

##### *Depreciation*

Depreciation is provided on a straight line basis at rates calculated to allocate the assets cost less estimated residual value, over the estimated useful life of the asset.

Major depreciation periods are:

- Leasehold alterations 10 years
- Fixtures and fittings 10 years
- Office equipment 3-10 years
- Motor vehicles 3 years
- Other fixed assets 4-10 years

The residual value and useful life of an asset are reviewed, and adjusted if applicable, at each financial year end.

#### **I. Impairment of property, plant, and equipment and intangible assets**

Property, plant, and equipment and intangible assets are reviewed for indicators of impairment as at each balance date. When there is an indicator of impairment, the asset's recoverable amount is estimated. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

#### **J. Trade and other payables**

Trade and other payables are stated at cost. Trade and other payables are noninterest bearing and are normally settled on 30-day terms, therefore the carrying value of trade and other payables approximates their fair value.

## **K. Employee entitlements**

### ***Short-term employee entitlements***

Employee benefits that are due to be settled within 12 months after the end of the period in which the employee renders the related service are measured at nominal values based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to but not yet taken at balance date, and sick leave.

## **L. Provisions**

The Trust recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in "finance costs".

## **M. Goods and Services Tax (GST)**

All items in the financial statements are presented exclusive of goods and service tax (GST), except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

## **N. Income Tax**

Income tax expense includes components relating to both current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments

to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the statement of financial position and the corresponding tax bases used in the computation of taxable profit.

Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive revenue and expense or directly in equity.

## **O. Critical accounting estimates and assumptions**

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

# Forecast financial statements

## VENTURE TARANAKI TRUST

### Prospective Statement of Financial Position

As at 30 June

	Notes	2022	2023	2024
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents		380,889	474,351	524,455
Trade and other receivables		269,767	111,169	112,293
Other current assets		50,000	50,000	50,000
<i>Total current assets</i>		700,656	635,520	686,748
<b>Non-current assets</b>				
Intangible assets		35,000	7,000	-
Property, plant and equipment		320,011	331,689	296,809
<i>Total non-current assets</i>		355,011	338,689	296,809
<b>Total Assets</b>		1,055,667	974,209	983,557
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Trade and other payables		171,808	93,081	92,616
Employee entitlements		165,270	163,861	167,138
Other current liabilities		85,509	84,188	90,723
<i>Total current liabilities</i>		422,588	341,130	350,477
<b>Net Assets</b>		633,080	633,080	633,080
<b>Total Equity</b>		633,080	633,080	633,080

## VENTURE TARANAKI TRUST

# Prospective Statement of Comprehensive Revenue and Expenses

For the year ended 30 June

	Notes	2022	2023	2024
<b>Revenue</b>				
Grant revenue	1	5,135,614	4,220,112	4,308,330
Other revenue		25,335	25,690	26,050
Interest revenue		12,000	12,000	12,000
<i>Total revenue</i>		5,172,949	4,257,802	4,346,380
<b>Expenses</b>				
Personnel costs		2,065,879	2,048,259	2,089,225
Depreciation and amortisation		104,579	120,810	100,880
Operating expenditure		2,147,605	1,163,513	1,157,704
Grants		766,886	837,220	910,571
Trustees fees		88,000	88,000	88,000
<i>Total expenses</i>		5,172,949	4,257,802	4,346,380
Surplus before taxation		0	-	-
Income tax expense		-	-	-
Surplus after taxation		0	-	-
Other comprehensive revenue and expenses		-	-	-
<b>Total comprehensive revenue and expenses</b>		<b>0</b>	<b>-</b>	<b>-</b>

## VENTURE TARANAKI TRUST

# Prospective Statement of Changes in Equity

For the year ended 30 June

	Notes	2022	2023	2024
<b>Balance at 1 July</b>		633,080	633,080	633,080
Total comprehensive revenue and expense for the year		0	-	-
<b>Balance at 30 June</b>		633,080	633,080	633,080

## VENTURE TARANAKI TRUST

# Prospective Statement of Cash Flows

For the year ended 30 June

	Notes	2022	2023	2024
<b>Cash flows from operating activities</b>				
Receipts from grants and other income		5,362,583	4,416,400	4,345,256
Payments to suppliers and employees		-5,439,088	-4,217,129	-4,242,688
Goods and services tax (net)		-35,926	12,191	6,535
<b>Net cash flows from operating activities</b>		-112,431	211,462	109,103
<b>Cash flows from investing activities</b>				
Receipts from sales of property, plant and equipment		-	-	-
Purchase of property, plant and equipment and intangible assets		-163,000	-118,000	-59,000
<b>Net cash flows (used in) investment activities</b>		-163,000	-118,000	-59,000
<b>Net decrease/increase in cash and cash equivalents</b>		-275,431	93,462	50,103
<b>Cash and cash equivalents at the beginning of the year</b>		656,320	380,889	474,351
<b>Cash and cash equivalents at the end of the year</b>		380,889	474,351	524,455

Note: Venture Taranaki Trust has nil cash flows from financing activities.

**venture**  
TARANAKI  
Te Puna Umanga

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An initiative of



Te Kaunihera-ā-Rohe o Ngāmotu

**New Plymouth  
District Council**