

VENTURE TARANAKI ANNUAL REPORT 2018



TARANAKI

like no other

AT A GLANCE

ATTRACTING RESIDENTS

POPULATION:

109,608

2.6% OF NZ POPULATION

XXXXXXXXXX

LONG TERM NET INTERNATIONAL MIGRATION:

DEC 2017: 649

DEC 2016: 359

ATTRACTING VISITORS

GUEST NIGHTS:

652,372

IN COMMERCIAL
ACCOMMODATION IN 2017

XXXXXXXXXX

INTERNATIONAL GUEST NIGHTS
UP 23% IN 2017

GROWING THE ECONOMY

TARANAKI'S GDP

\$8.3B

2.6% OF NZ'S GDP

TARANAKI'S GDP
PER CAPITA:

\$70,863

ECONOMIC (GDP) GROWTH:

+5%

2016-17

VENTURE TARANAKI

ANNUAL REPORT 2018

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An initiative of



Venture Taranaki Trust is Taranaki's Regional Development Agency. We help Taranaki grow.

Venture Taranaki is an initiative founded, owned and principally funded by the New Plymouth District Council. In addition to their support, the Trust also receives funding from South Taranaki District Council, Stratford District Council, Taranaki Electricity Trust, TSB Community Trust, New Zealand Trade and Enterprise, Ministry of Business, Innovation and Employment, Callaghan Innovation, Business Mentors New Zealand and numerous other private sector organisations.

CHAIR'S COMMENT



It has become somewhat customary, in my annual summary of Venture Taranaki's achievements, to define the performance of both the Trust and the region it serves with a descriptive word. This year, that word would undoubtedly have to be 'transition.'

2

Transition, in the context of the regional economy, has been compounded by three elements which could be characterised as past, present and future.

The Lonely Planet judgement of Taranaki as the world's second best regional destination in 2017 continued to have a transitional impact as Taranaki shifted from a little-known to a prominent tourism destination. This goal was leveraged very successfully through a one-off grant from New Plymouth District Council, which contributed to an increase of international visitor arrivals of 15.6 percent over the previous year.

The main focus of the year, from the Trust's perspective, was undoubtedly Tapuae Roa, the updated and enhanced regional economic development strategy that will shape all of our futures over the coming decade. The first tranche of actions from that strategy received support from the Provincial Growth Fund, and work is continuing at pace to maximise that government investment. Tapuae Roa provides a road map for the Trust's future direction, shared by our regional leadership

within government, the private sector, iwi and the broader economic community.

Also in the future sense, our region received an unexpected challenge in the form of a policy shift relating to offshore oil and gas exploration permits. While our energy sector has long been aware of the need to consider a post-fossil energy mix, and indeed has made some strong progress in that direction, the shift triggered a firm response from the region, and a ripple effect through local business confidence. Momentum has begun to build for this transition, and it will undoubtedly be a central theme to the Trust's operations over future years.

Despite such transitional factors, the Trust again performed strongly in its work to ensure that the region maintained economic momentum and relevance over the year. The delivery of New Plymouth District Council's Major Events Fund saw perennial favourites sustained while enabling new events to enter the regional market. Innovation was fostered with a number of initiatives to diversify and promote our food production sector, a very successful delivery of the national TechWeek event in the region, and continued expansion of the Curious Minds participatory science platform.

While these projects gained widespread attention, the sustained delivery of the Trust's core business growth products – Business Mentor matches, Capability Development Vouchers, Research & Development grants, Business Start-Up clinics and innovation assistance – has been critical in positioning our businesses and business people to weather any transitional impacts over the short term at a regional level.

Transition also became a keyword at an organisational level, in response to the announcement by the Trust's founding Chief Executive Stuart Trundle of his retirement next year.

It is fitting that Stuart has been nationally recognised by the economic development

industry with its first ever Distinguished Service Award, and the transition to a new Chief Executive will be a process of legacy, change, and opportunity. On a personal note, I must extend my deepest thanks to Stuart for all that he has done for this region.

Once again I extend sincere gratitude to my fellow Trustees, Gavin Faull, Kevin Murphy, Jamie Tuuta, Hinerangi Raumati-Tu'ua, Steve Maharey, Vanessa James and David Downs who openly shared their immense collective knowledge, experience and foresight for the betterment of our region. During the year the Board farewelled and thanked Vanessa James as she was called overseas within the wider Methanex corporation, and formalised the appointment of David Downs, whose experience has already been felt around the table. The governance of the Trust remains in very good hands.

I must also extend the Trust's ongoing gratitude to our instigators, owners, and core funders New Plymouth District Council. Their support and guidance has continued to enable Venture Taranaki to leverage the Council's investment to drive our economic growth.

I also acknowledge our many partners, including the South Taranaki and Stratford District Councils, TSB Community Trust and the Taranaki Electricity Trust, which continued to support the work of Venture Taranaki over the course of this financial year, and our partners across central government, who have helped the region to remain connected, capable and relevant, both nationally and internationally.

ROBIN BROCKIE
Chair, Venture Taranaki Trust

MAJOR EVENTS CONTRACTED:

13

XXXXXX

VALUE OF R&D GRANTS ISSUED
TO TARANAKI BUSINESSES:

\$3,202,362

NUMBER OF START-UP
CLINICS ATTENDED:

278

BUSINESS MENTOR
MATCHES:

43

NZ TRADE & ENTERPRISE CAPABILITY
DEVELOPMENT VOUCHERS:

VOUCHERS: 249
VALUE: \$404,469

XXXXXX

TRUST CLIENT SATISFACTION
SURVEY RESULTS

SERVICES: 91.8%
STAFF: 94.6%
SATISFACTION



CHIEF EXECUTIVE'S COMMENT



At an operational level, the 2017-2018 financial year presented Venture Taranaki with one of its most dynamic work programmes in recent years, as a number of diverse external factors added to our core business functions.

The first of these was additional funding from our owner, New Plymouth District Council, to ensure the district could truly leverage 2017's Lonely Planet Best in Travel award. A targeted campaign was developed and delivered, with impressive results achieved against each of the objectives. Perhaps most illuminating of that success are the results of Statistics New Zealand's Commercial Accommodation Monitor which found that the region's overall guest nights increased 6.6 percent over the financial year, while international visitor numbers were up 15.6 percent. Nationally those figures were 2.4 percent and 3.8 percent respectively. A detailed look at the impact of that additional funding is provided in this report.

A further transformational work programme focused on supporting the development of Tapuae Roa, the Taranaki Regional Economic Development Strategy and the resulting Action Plan. As the driving strategy for the Trust's activities over the coming decade, Tapuae Roa integrates a refreshed regional destination strategy and reflects a partnership approach for regional growth

across Taranaki's district and regional councils, central government, iwi and the private sector. This partnership has seen the Trust access Provincial Growth Fund resources to begin due diligence processes on a number of opportunities identified in Tapuae Roa, and will continue to seek, test and launch more ideas to diversify the regional economy.

The incoming coalition government had a significant impact on business sentiment, with the Trust's June 2018 Taranaki Business Survey finding confidence at low levels not seen since the Global Financial Crisis. This was compounded by a challenging policy position on offshore oil and gas exploration permits, which created uncertainty in both the energy sector and the wider economy and community.

While disruption has always been an inevitability in the energy sector – commodity price fluctuations, finite supply, and policy shifts are nothing new – a substantial shift in thinking is required if we are to successfully transition the regional economy beyond fossil fuels. Tapuae Roa provides an organic framework to support this transition, but Taranaki needs to embrace innovation and creativity if it is to stimulate the revolutionary change needed to maintain our momentum. In response events such as Techweek and IdeaSummit were added to the Trust's calendar, and the energy sector itself has been leading discussions on diversification, but we must remain open to new investment opportunities.

The Trust's performance reflects a greater awareness of the value of regional economic development. Our total operational funding for 2017-2018 grew to \$4,531,248, almost \$300,000 or 7.1% up on the previous financial year.

The Trust was able to leverage an additional \$3,202,362 directly into local businesses through research and development grants from our partners in central government. A further matched investment of \$404,469

was secured for the region's business owners and managers through 249 Capability Development Vouchers. Both reflect significantly greater investment in our region over previous years. Adding to this support, we helped 278 businesses through the start-up process through our free clinics, matched 43 businesses with Business Mentors. Supply contracts with our central government partners were extended, as was our relationship with Massey University, the latter recognised as a finalist in the university's Partnership Excellence Awards.

An area in which the Trust continues to excel is in its engagement with key industries. Through our work with the region's energy sector, the Energy and Industrial Group, our manufacturers and food producers, the international education sector, and innovators across all industries, we have seen significant reports completed, publications developed, conferences attended and submissions made, all driven by our mandate of growing the regional economy.

Major events are another area in which Venture Taranaki has again made a positive impact this year, with 13 events contracted through the New Plymouth District's Major Events Fund to help raise awareness of the region and shift any lagging perceptions about it, while injecting a substantial economic impact into the regional economy at various points throughout the year.

I must once again acknowledge the guidance and expertise provided to me by the Board of Venture Taranaki, particularly Chair Robin Brockie who has been integral to our successes this year. Though this will be my last column before my retirement, the knowledge and acumen held at Board level will ensure that Venture Taranaki remains of significant strategic value to the people of the region, and represents a greater sum than its parts.

I must also thank the Trust's staff, whose steadfast commitment to this region's future over the last two decades has seldom

gained the recognition it truly deserves, but has been integral to creating the Taranaki we know today. That the team achieved a satisfaction rating of 94.6 percent, and our services a rating of 91.8 percent, in this year's client satisfaction survey underscores that the region has a truly world-class executive team supporting it.

I thank our partners, founders and owners New Plymouth District Council, and our

other stakeholders, Stratford and South Taranaki District Councils at a regional level, and at a national level our many partners within central government, whose ongoing support has considerably furthered the performance of both the Trust and the region.

I can proudly say that Taranaki's development agency is in a very strong position to embrace the changes that

coming years will inevitably bring both Venture Taranaki and our region.

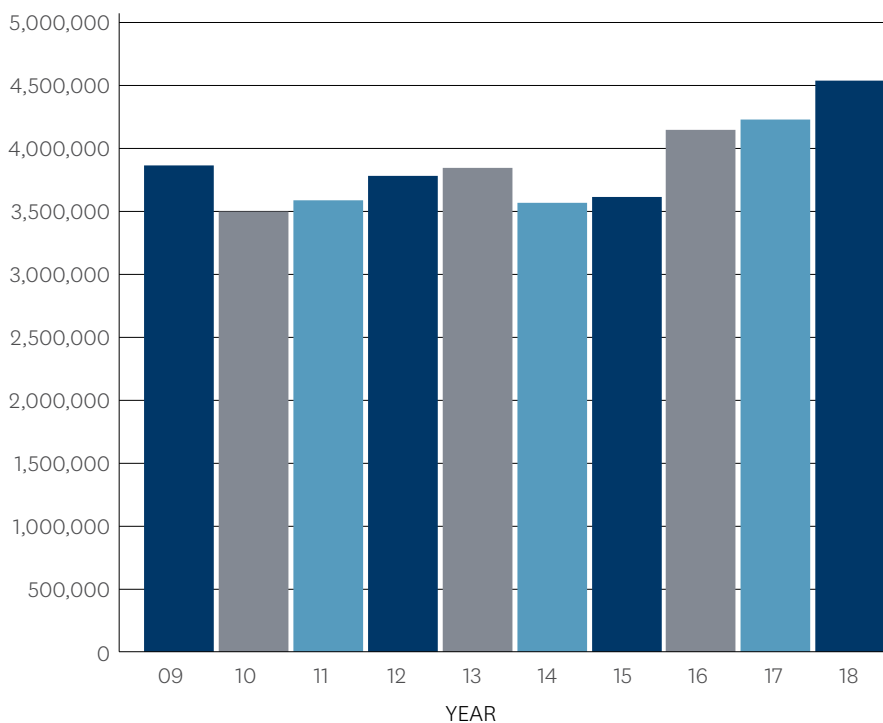


STUART TRUNDLE
Chief Executive, Venture Taranaki Trust

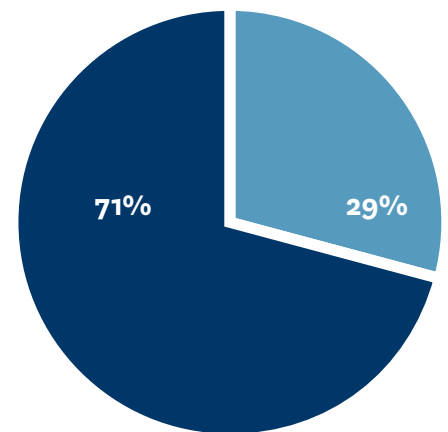
"THE 2017-2018 FINANCIAL YEAR WAS ONE OF THE MOST DYNAMIC IN VENTURE TARANAKI'S HISTORY."

VENTURE TARANAKI BY THE NUMBERS

Venture Taranaki Annual Revenue (\$)



2017/2018 Funding Sources



New Plymouth District Council
\$3,215,623

Other
\$1,315,625

ACHIEVEMENTS 2017-2018

DELIVERING TAPUAE ROA

Tapuae Roa – Make Way for Taranaki – is Taranaki’s regional economic development strategy, and sets out a road map for our future growth. The strategy was launched on 31 August 2017 by Hon. Simon Bridges, and the associated Action Plan launched by Hon. Shane Jones and Fletcher Tabuteau at an event on 6 April 2018.

Central to the strategy are four Foundations – Talent, Enterprise and Innovation; Access and Connectivity; Vibrancy and Liveability; and Investment – and four Futures – Energy Futures; Māori Economy Futures; Food Futures; and Visitor Sector Futures – which will collectively contribute to the strategy’s mission “where talent becomes enterprise – kia eke panuku.”

Venture Taranaki was heavily involved in the development of Tapuae Roa. The Trust’s Chair and Deputy Chair were members of the Tapuae Roa Lead Team while there was also significant involvement by the wider Venture Taranaki senior team in the development of the Action Plan.

Supporting the Strategy’s delivery is central government investment of just over \$20m through the Provincial Growth Fund, into a total of thirteen projects (as at the financial year end). The major investment of \$13.34m into the Taranaki Crossing followed the development of a Business Case which was managed by Venture Taranaki.

Venture Taranaki is the contracted delivery agent for several projects including a feasibility study on a Taranaki Regional Investment Fund, H2 Taranaki Roadmap Development, and business case development for a Food Futures Food Network, a Major Regional Food Opportunities project, a New Energy Development Centre, and an Innovation Precincts project.

Further, Venture Taranaki secured funding from MBIE for a three year term to provide Tapuae Roa coordination, and support was gained for the appointment of a senior executive to facilitate an action plan for the region to transition to a low-carbon economy.

Tapuae Roa will both inform the strategic direction of Venture Taranaki over the years to come, and have significant implications on the Trust’s forward-looking work programme. There will be resourcing challenges, and the success of the strategy will hinge on the strength of the partnership between central government, local government, iwi, the private sector, and Venture Taranaki.

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TAPUAE ROA FOUR FOUNDATIONS

- TALENT ENTERPRISE AND INNOVATION
- ACCESS AND CONNECTIVITY
- VIBRANCY AND LIVEABILITY
- INVESTMENT

TAPUAE ROA FOUR FUTURES

- ENERGY FUTURES
- MĀORI ECONOMY FUTURES
- FOOD FUTURES
- VISITOR SECTOR FUTURES





CONFERENCES AND CORPORATE EVENTS

Meetings, Incentives, Conferences and Events (MICE) offer an opportunity to introduce the region to new audiences, while spreading visitor numbers across the year, particularly across the winter season when holiday travel is less likely to occur. MICE also provide a reason for visitors to come to Taranaki and experience all the region has to offer – particularly important if they have never been to the region previously. Once delegates are here, it is an ideal opportunity to encourage them to either extend their stay or return for a holiday at a later date.

Venture Taranaki works with MICE in a number of ways. The team attends conference trade shows to promote the region, which this year included Convene, aimed at domestic conference organisers, and supporting New Plymouth District Council to attend Meetings as a trial for wider representation in 2019.

We assist event organisers – many of which are local societies and committees – with advice and contacts through our regularly-updated Event Toolkit publication which covers venues, capacities, accommodation and relevant service providers.

Initiatives are also undertaken to attract conferences and conference attendees, through providing promotional

brochures, invitation letters or presentations, and assisting with professional and compelling bid documents, presentations and videos. Itineraries for delegate or partner visits, and support of familiarisation visits from Professional Conference Organisers round out the service offering.

One of the key events held during the year as a result of a successful bid partnership between Venture Taranaki and New Plymouth District Council was Eventing the Future a major national conference held for the first time at the TSB Showplace in New Plymouth, attracting an extensive audience of conference and event professionals.

“I would like to thank you for the support you gave to our Club to hold the Photographic Society of New Zealand Central regional Convention. Delegates came from all over the country and many have pledged to return to Taranaki and further explore the province’s attractions”

- Sue Morton, President, Stratford Camera Club



OVER 40 CONFERENCES AND EVENTS FROM VINTAGE CAR RALLIES TO DEPUTY PRINCIPAL CONFERENCES AND NATIONAL CAMELLIA SHOWS WERE SUPPORTED IN THE 2017-2108 YEAR

MAJOR EVENTS

Major events offer both a compelling lifestyle attractor and a catalyst for attracting visitors – and their spending – to the region. Venture Taranaki is the administrator of the New Plymouth District Council’s Major Events Fund, and is responsible for assessing large-scale events against set criteria to gain the maximum value for the district. The fund has enabled the development of a portfolio of now-iconic regular events, while enabling a number of emerging events to test the local market and touring promoters to include Taranaki in their itinerary.

During the 2017-2018 year, the fund supported 13 major events, offering something for everyone and firmly underscoring the sense of activity and vibrancy that has become synonymous with perceptions of Taranaki and New Plymouth.

8 Perennial favourites such as WOMAD, the TSB Festival of Lights, the New Zealand Tattoo and Arts Festival and AmeriCARna were supported, again attracting thousands of visitors to the region, a strong media presence, and an opportunity to showcase some of the region’s greatest assets.

In December legendary singer Youssef/Cat Stevens played at the TSB Bowl of Brooklands to a strong and enthusiastic crowd.

Reflecting the region’s inherent energy, a number of high profile sporting events were supported during the year, fostering a high level of engagement and sizable national and international media audiences. The largest of these was the All Blacks vs Argentina in September, which Venture Taranaki further supported with a Z-flier publication and an online microsite to promote the region to visitors and provide match-day information.

The ITU Sprint Distance Triathlon returned, along with many of the biggest names in the sport, in March. This year’s event responded to public feedback and took a different route out of the port area, which gained support from the athletes and media crews, while a further addition to the programme was the Oceania Youth Champs on the preceding Saturday, building the value of the event from a visitor industry perspective. The BDO Round the Mountain Cycle Challenge and Steelformers Round the Mountain Relay also saw strong fields.

Aquatic events were also well served, with the PSP NZ Jetsprint Championship returning to the Methanex Aquatrack in Waitara, and the return of the New Zealand Offshore Powerboat Series to Taranaki after a lengthy hiatus in February.

Spring saw the return of the Powerco Taranaki Garden Festival and Taranaki Fringe Garden Festival, which together attracted very strong attendance.



MAJOR EVENTS
CONTRACTED
IN 2017-2018:

13





SUPPORTING OUR FOOD PRODUCERS

9

Food production contributes \$340 million to Taranaki's GDP, and creates 4,300 jobs. To drive growth, Venture Taranaki undertook the following initiatives during the year.

AUCKLAND FOOD SHOW 2017

Venture Taranaki teamed up with a number of the region's food producers to establish a regional presence at the Auckland Food Show in late July, raising the region's profile with foodies and fostering some valuable connections with the food sector and media. The stand included Marcel's, Juno Gin, IncaFe, Egmont Honey, Mike's Beer, and Naki Mānuka Honey, and set firm foundations for an ongoing presence at New Zealand's largest food industry event – 31,590 people attended the event.

TARANAKI ON A PLATE

A comprehensive analysis of Taranaki food production and producers was released at a locally-themed showcase dinner event in September. *Taranaki on a Plate* looked at the past, present and future of food production, with an overview of key sectors within the wider industry and 35 case studies of innovative businesses across each of these areas. The 72-page publication is available from Venture Taranaki or can be downloaded from www.taranaki.info.

TARANAKI HONEY COMPANY COLLECTIVE

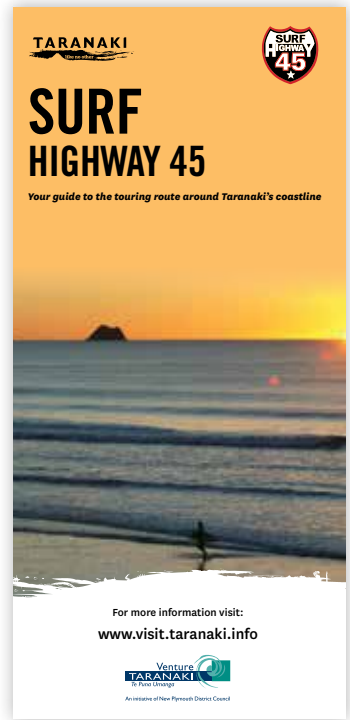
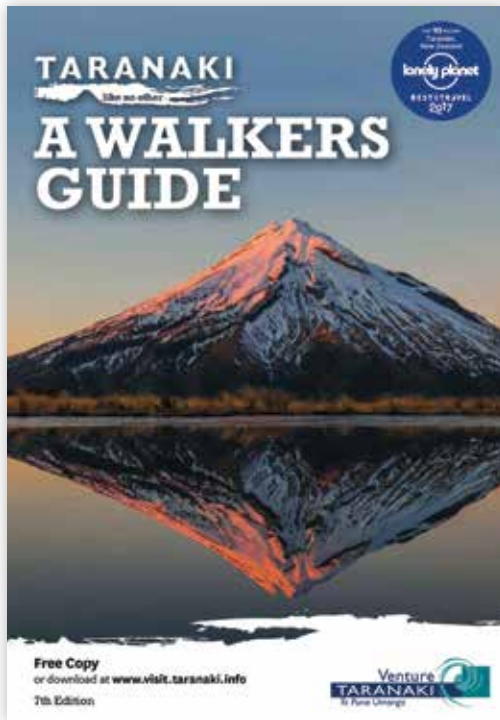
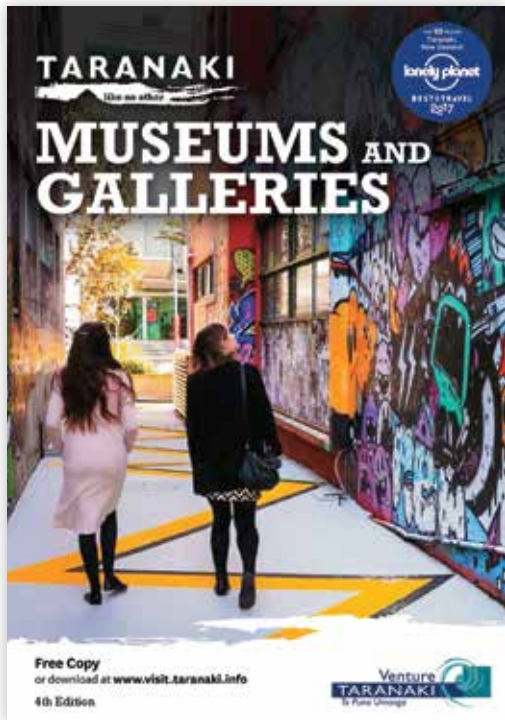
Venture Taranaki facilitates the Taranaki Honey Company Collective, a network of local honey producers working together to build on the unique properties of mānuka honey. The group held regular meetings, toured a number of production sites, gained insight from national-level discussions and were actively involved in the new mānuka definition and strategies concerning hive thefts.

FOOD FOR THOUGHT

Raising the profile of the region's food producers and generating awareness of the support for emerging businesses was the driver behind a business networking and showcase event in South Taranaki in April. The event, held in partnership with South Taranaki District Council, attracted over 70 people.

FUTURE FOODS: ALTERNATIVE PROTEINS

Given that natural proteins such as dairy, meat and chicken form a substantial component of the region's total food production, new technologies and emerging foods such as alternative proteins could have a big impact on the region. Venture Taranaki hosted, in conjunction with local sponsors and rural farming groups, a briefing on alternative proteins and the future of meat, presenting recent research on new forms of proteins and the potential implications for our meat industry in the future.



10 INSPIRING VISITOR ACTION

Research into tourism decision-making cycles has found that visitor destination decisions are made, on average, 53 days before travel. Venture Taranaki has continued to maintain an 'always-on' level of communication with potential visitor audiences across a number of owned channels to ensure that when people are making a decision there is plenty of inspiring information available, and local people are ready to help promote the province as a visitor destination.

VISITOR CAMPAIGNS

Two visitor campaigns were again run in spring – targeting out-of-region audiences – and summer, supporting the region's residents to be exemplary hosts to the estimated 1.6 million guests who are visiting friends and relatives. Both campaigns extended the 'My Local Secret' theme, promoting discovery and sharing of Taranaki's extensive portfolio of visitor attractions.

SOCIAL MEDIA

Despite changes in the social media landscape, Venture Taranaki's regional and corporate social accounts continued their growth during the year. The visitor-focused accounts across Facebook, Instagram, and Twitter collectively gained 10,546 new followers over the year to a total of 69,309, a year-on-year increase of 17.9 percent. All accounts achieved strong organic success, bolstered with paid promotion of content – a necessary investment in the current social landscape – with a number of Facebook posts engaging over 150,000 people.

CONTENT STRATEGIES

While it's hard to go past Taranaki Mouna as an emotive and ever-changing subject for digital and media content, there are many stories beneath our mountain that can help inform, excite and energise visitors. Venture Taranaki provided regional imagery and footage in response to 51 media and tourism trade enquiries over the year.

During the year Venture Taranaki also teamed up with television production company Top Shelf Productions to host the first episode of the TVNZ series People On Bikes, which spent three days riding the Forgotten World Highway between Taumarunui and New Plymouth, exploring the cycle trail and discovering many of the route's characters and stories.

VISITOR PUBLICATIONS

Venture Taranaki's visitor-focused print publications – the three A5 guidebooks – Walker's Guide, Museums and Galleries Guide and the Parks and Gardens Guide; fold-out touring route guides for the Surf Highway 45 and Forgotten World Highway; the Taranaki Insider's Guide pamphlet; and in partnership with the AA, the official Taranaki Visitor Guide, were all updated during the year and are proving popular with visitors and locals alike. During the 2017-2018 year 99,691 items of collateral were distributed, worth a total of \$181,527.50.

MENTORING LOCAL BUSINESS SUCCESS

Business Mentors New Zealand remains one of the most popular and well-regarded programmes delivered by Venture Taranaki, and this year matched 43 people throughout the region with local mentors. This included four community organisations matched with a Community Mentor and two start-up entrepreneurs who accessed the start-up programme. The mentor pool comprises business and community leaders with 18 new mentors joining the programme this year.

One of the year’s success stories was Texas BBQ Foods, which has accessed a range of Venture Taranaki support services, including business mentoring and food sector support. Texas BBQ Foods produces a range of barbecue-inspired small goods spanning beef, pork, cheese and butter. The family-owned business operates from a purpose-built facility near Inglewood, and founder Ash Peters was matched with a Business Mentor with food sector experience to help overcome the growing pains of a rapidly emerging company.

“We have faced so many challenges, from bringing a new product into a crowded market to having to develop new types of packaging, navigating all the necessary certifications and coming up with a brand new business model,” says Ash.

“Having a mentor has given us a fresh perspective on our business. Their knowledge and experience is different to ours, and that has really helped us look at new opportunities.

Exploring these opportunities will be critical to the company’s ambitions, which should see it scaling up both production and its customer base to engage the global marketplace. With amazing and authentic flavours, and support from the business mentoring programme, that looks like a given.

“A business mentor brings so much to the table, regardless of whether you’re a brand new business or an old one.”

Newcomers to the region have also benefitted from Business Mentoring, including Polish immigrant Monika Warszawska. Monika got in touch with Venture Taranaki in response to a business services advertisement in the local newspaper.

“On my first meeting I was given a list of things to do and people I needed to contact, and a couple of weeks after that I was registered with the Start-Up Business Mentoring programme. It was great!” Monika says.

The programme connected Monika to an experienced mentor who offered a sounding board and a test of her assumptions around her new business New Zealand Immigration Connections.

“The mentor helped me to validate my idea and supported my development of a business plan, which really got me off to a good start.”

BUSINESS MENTORING IN TARANAKI

- 43 MATCHES MADE
- 2 STARTUP MENTORING PROGRAMMES DELIVERED
- 4 COMMUNITY ORGANISATIONS MATCHED
- 18 NEW MENTORS RECRUITED





US Backpacker magazine explores the Pouakai Crossing.

LEVERAGING THE LONELY PLANET AWARD

When Taranaki’s ranking as the world’s second best regional visitor destination in 2017 was announced by Lonely Planet in October 2016, there was an immediate response from both national and global media, and a corresponding surge in visitor numbers. While much of that was achieved by a concerted media push which saw the news reach a total audience of 15 million in the week following the announcement, the focus over the 2017-2018 moved to leveraging the award to gain maximum value for the region.

To achieve this, New Plymouth District Council invested one-off funding of \$350,000, which enabled the campaign to make unprecedented inroads into targeted national audiences. Based around the concept of My Local Secret, the campaign showcased lesser-known aspects of New Plymouth’s visitor attraction portfolio to present a more compelling argument for visiting.

Creative content was developed, and delivered via digital billboards at Auckland Domestic Airport, targeted paid promotion through Facebook and Google search, native advertising across key publishers such as the New Zealand Herald, programmatic advertising on a number of prominent websites, and editorial

features in magazines including North and South, Kia Ora and Paperboy.

As a result of the Lonely Planet campaign, Venture Taranaki gained 1,763,538 views on social media channels, achieved an 80.31 percent increase in traffic to the visit.taranaki.info website, and generated 76 articles in domestic media worth an advertising equivalent of \$370,122.

Venture Taranaki also partnered with Tourism New Zealand to promote the region to international media through its Inbound Media Programme. This resulted in a substantial level of coverage, with 204 articles about the region in global media, with an advertising equivalent value of \$6,259,317. While the Trust gained fewer international stories than the previous year – down from 243 in 2016-2017 – the value grew substantially (from \$3,747,956), reflecting more detailed story coverage.

The most prominent results came from Backpacker, a US outdoor adventure magazine who sent their entire editorial team to tackle the Taranaki Crossing route in the wettest week of 2017, and I-Witness, a Philippines documentary show which filmed an entire episode on the Pouakai Crossing which reached more than 23 million people.

THIS AWARD AND ITS LEVERAGING HAS MADE A DIFFERENCE. TARANAKI’S VISITOR NUMBERS GREW BY 6.6 PERCENT OVERALL DURING THE YEAR, INTERNATIONAL NUMBERS GREW 15.6 PERCENT (BOTH WELL ABOVE NATIONAL GROWTH) WHILE THE VISITOR INDUSTRY AS A WHOLE CONTRIBUTED \$396 MILLION TO TARANAKI’S ECONOMY DURING THE 2017-2018 YEAR, UP 12 PERCENT.

PROVIDING REGIONAL INSIGHT

The provision of a wide range of economic information is one of Venture Taranaki’s core services, and during the 2017-2018 year the Trust developed and released a comprehensive range of regular and occasional reports to help our region’s businesses, leaders, stakeholders and potential investors to grow their understanding of the region and the context in which they operate.

The longest-running of these data products is the **Taranaki Business Survey**, which has been conducted every six months since 1999 and as such provides a comprehensive trend analysis of the region’s economic sentiment. The survey goes to around 10 percent of the region’s businesses, and polls a number of consistent questions about economic, industry and business outlook, as well as a changing section gauging business opinion on topical issues. This year the two surveys investigated technological uptake, regional development initiatives, the response to offshore oil and gas exploration policy shifts, and how companies are preparing for a lower carbon economy future.

The other flagship economic data product is **Taranaki Trends**, a comprehensive collection of data from a range of government and industry sources that is presented in a highly graphical form in a publication format. Taranaki Trends has a wide audience across, and has proven particularly valued by the real estate, professional services, and political sectors and major employers.

A six-monthly analysis of Taranaki’s **Retail Statistics** is commissioned and produced, analysing expenditure details at regional, district and CBD level as well as trends and leakage – where spending occurs outside a participant’s resident district. Of high interest is an analysis of online spending habits, which

found around eight percent of the region’s transactions were made online, and while this is growing, it remains lower than the national average.

An analysis of **Taranaki Visitor Statistics** was also released four times throughout the year, collecting data from a number of sources to present a quarterly snapshot of visitor numbers, district trends and expenditure.

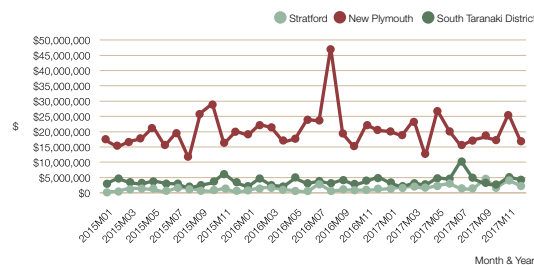
Beyond these a number of one-off economic assessments are either supported or undertaken on specific projects, while Venture Taranaki also provided numerous regional economic briefings to central government politicians, government department officials and other stakeholders during the year, ensuring the region continued to resonate on the national stage.

REGULAR REGIONAL INTELLIGENCE PRODUCTS

- TARANAKI TRENDS – 6-MONTHLY
- TARANAKI BUSINESS SURVEY – 6-MONTHLY
- TARANAKI RETAIL STATISTICS – 6-MONTHLY
- TARANAKI VISITOR STATISTICS – QUARTERLY

ALL REPORTS CAN BE FOUND AT WWW.ABOUT.TARANAKI.INFO

VALUE OF BUILDING CONSENTS APPROVED 2015-2017 BY MONTH BY TARANAKI DISTRICT



MEANWHILE STRATFORD AND SOUTH TARANAKI EXPERIENCED SIGNIFICANT GROWTH IN THE VALUE OF BUILDING CONSENTS APPROVED IN 2017 DUE TO HEIGHTENED RESIDENTIAL AND COMMERCIAL CONSENTS APPROVED DURING THE YEAR.

IN THE LAST FOUR YEARS TARANAKI HAS EXPERIENCED POSITIVE GROWTH AND ACTIVITY IN BUILDING CONSTRUCTION, AND THIS HAS BEEN AT LEVELS HIGHER THAN THE FIVE YEAR PERIOD PRIOR.

TARANAKI BUILDING CONSENTS (NEW AND ALTERATIONS, RESIDENTIAL AND COMMERCIAL) BY VALUE YEAR ENDING DECEMBER





STRENGTHENING OUR VISITOR INDUSTRY

Identified as one of the four futures of Tapuae Roa, Taranaki’s visitor industry has a lot of growth potential that could see the value of tourism rise strongly from its current \$396 million.

Venture Taranaki’s Marketing, Communications and Events team directly supports visitor industry development, in recognition of its economic potential, but also for the important role tourism plays in stimulating inward migration, employment, and investment. Over the year the team undertook the following activity with the wider tourism industry to put Taranaki on the visitor map.

INTERNATIONAL VISITOR ATTRACTION

Venture Taranaki engaged directly with the international visitor industry on five occasions during the year, extending awareness of regional attractions and leveraging the Lonely Planet accolade at every opportunity. In February the Trust was represented at the Tourism New Zealand Australian workshop, meeting with 30 Australian wholesalers.

In March a group of 76 South and South East Asian frontline sales staff were briefed on the region, in partnership with the New Plymouth i-SITE, while in April a similar event saw 100 Australian frontline staff, part of a Tourism New Zealand “Megafamil”, with ten agents visiting Taranaki.

Also in April the Trust met with 40 tour promoters and Tourism New Zealand staff over three days at an Inbound Operator Day event in

Auckland, before attending New Zealand’s largest tourism event TRENZ in Dunedin in May, where engagement with the region was the strongest in many years.

A DEVELOPING DESTINATION

The Trust also worked with the cruise sector over the year, updating the region’s prospectus ahead of the Cruise New Zealand industry conference and working with Port Taranaki to host a famil which has already seen two cruise ship bookings for the 2020 season.

TRADE FAMILIARISATIONS

A number of tourism industry familiarisation visits – familis – were also facilitated during the year, including the contingent from the Australian frontline Megafamil as above, global film tourism company Film Quest, and UK and US-based New Zealand product managers from Audley Travel, one of the largest frontline suppliers.

OPERATOR AND PRODUCT DEVELOPMENT

One of the biggest constraints to growing Taranaki’s tourism sector is the limited commissionable product, and the Trust continued to work with a number of new and existing operators to help them grow their business and scale up their operations. Assisting operators, a number of visitor industry networking events were held at various tourism locations throughout the region, while operator training events focused on tourism data and harnessing social media.



SUPPORTING THE MĀORI ECONOMY

While Tapuae Roa identified the Māori economy as one of the four futures offering great potential for the economic growth of the Taranaki region and its people, Venture Taranaki has long been working to support Māori businesses and businesspeople right around te mounga.

Venture Taranaki provides point-of-contact support to He Toronga Pakihi ki Taranaki, the Māori Business Network of Taranaki, organising networking hui, distributing pānui (newsletters) and hosting and managing content on a dedicated page within the taranaki.info website.

He Toronga Pakihi ki Taranaki had been dormant in recent years, but was relaunched in August 2017 as part of the Te Aukaha capital-raising event. The network has grown steadily since then to comprise 142 members at the end of the 2017-2018 year.

Largely comprising Māori businesspeople, the network is open to anyone interested in engaging with the Māori business

community, and is run by a committee of members of the Māori business community, Venture Taranaki and Te Puni Kōkiri, to ensure the network continues to be business-led. Events are hosted and sponsored by businesses from within the network.

Since the launch event in August 2017, bi-monthly networking events have been maintained as the core offering of the network, with hui held at Tu Tama Wahine, Legal Solutions and BTW in New Plymouth, the new Clifton Park sports complex in Waitara, and though pushed back into July, a June event was planned in South Taranaki, hosted by Te Korowai o Ngāruahine.

Venture Taranaki also attended the World Indigenous Tourism Summit, held in Waitangi, during April, reporting back to the network on outcomes of potential value to the development of Māori tourism in Taranaki.

The Trust also continued its support of Parinihihi ki Waitotara through regular content features in all four editions of

Whenua magazine during the financial year. Articles spanned the reformation of He Toronga Pakihi ki Taranaki, the value of the food sector and the launch of the Taranaki on a Plate publication, key learnings from the World Indigenous Tourism Summit, and the contrast between two events – WOMAD and Cyclone Gita – and the value of strategic planning at both personal/whānau and business levels.



**HE TORONGA PAKIHI KI
TARANAKI:
142 MEMBERS AT
30 JUNE 2018
GROWTH IN MEMBERSHIP
THIS YEAR: 215%
4 ARTICLES IN WHENUA
MAGAZINE**



FOSTERING INTERNATIONAL EDUCATION

International education continues to offer strong growth potential for Taranaki, and Venture Taranaki has maintained its focus on facilitating connections between the region’s education providers and agents and students, creating opportunities for international students to be made to feel welcome and explore more of Taranaki, and promoting the region to international markets.

Venture Taranaki coordinates and supports the International Education Taranaki (IET) consortium, which comprises eight of the region’s schools and two tertiary education providers.

Three events were organised for the region’s international students, including an official Mayoral welcome, a bus tour to introduce

and showcase the region attended by 43 students, and a very positively reviewed networking event attended by 50 students.

While India remains the region’s biggest market for long-term student visits, this year saw strong growth in Japanese and Chinese short-stay students, facilitated by a 30-student visit from Dongguan in China in July-August, a hosted visit by five Chinese agents, and a trade mission to China in late May which resulted in the signing of two MOUs with inbound agents who play a critical role in driving student numbers.

Venture Taranaki attended the ANZA trade event in April, along with five Taranaki schools, meeting with a further 28 agents from markets around the world. A successful familiarisation visit to the

region was provided for four of these agents, showcasing a range of education opportunities and local Māori culture.

International student attraction was further supported by an update of the comprehensive Study Taranaki guide, including translations into Chinese, Vietnamese and German, while a series of video clips were developed to help promote the concept of ‘everything on your back doorstep,’ a compelling argument for choosing to study here over competing destinations.

This work contributed to a successful year for the sector, with positive growth in the numbers of first time student visas issued, against a general downward trend across other regions.

INTERNATIONAL EDUCATION IN TARANAKI AT END OF 2017-2018 YEAR: NEW INTERNATIONAL STUDENT VISAS UP 55 PERCENT ON 2016-2017, THE HIGHEST LEVEL IN THE PAST FIVE YEARS. CONCENTRATED EFFORT FROM PIHMS IN VIETNAM HAS LED TO 433 PERCENT GROWTH IN THAT MARKET.



FOSTERING RESEARCH & DEVELOPMENT

Taranaki businesses continue to embrace the spirit of innovation, investing in research and development, and bringing new ideas to market. Over the year, Venture Taranaki R&D Business Advisors developed 58 Innovation Engagement Plans with local businesses, and facilitated a record \$3.2 million in R&D grants, more than double that of previous years.

One of Taranaki’s great success stories this year has been Begin Distilling, with their award-winning Juno gin. This company first engaged with Venture Taranaki as a startup in 2016, prior to their launch in April 2017. During their short time in market, founders Jo and Dave James discovered their USP lay with their short seasonal batches of gin, which they sell in smaller 200ml bottles – as well as promoting the locally-grown aspect of the botanicals in their signature gin in 700ml bottles. They were awarded an R&D Project Grant to focus on developing and growing this side of their business, including development of a range

of novel botanical flavours, with evaluation through scientific analysis and taste panel trials. The business is working closely with Massey University to undertake this work and establish a new horticultural venture for New Zealand, such as the growing of Juniper as a commercial crop.

“We needed to make sure we had a supply chain, and that we could have confidence in our raw materials. One of the great benefits of getting a grant is being able to include R&D right from the get-go with the development of our products. You might have a great idea for one thing, but the research and development is what keeps you ahead of the pack” says Jo.

“Working with Venture Taranaki to help access the grant was straightforward and they have been really helpful.”

Another early-stage business investing in R&D is Nukuhau Carbon, operating as the R&D organisation for a group of South Taranaki family owned businesses, including Yobees Honey, along with two

farm blocks. The company was awarded a R&D Project Grant to study the viability of Rewarewa plantations and honey as a back-up crop to Mānuka.

“Venture Taranaki is one of the most energetic organisations for new innovative ideas in the region. They are very supportive of what we are trying to achieve and we are rapt to have this funding opportunity” says director Neil Walker.

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**VENTURE TARANAKI
ISSUED A RECORD
\$3.2 MILLION IN R&D
GRANTS THIS YEAR,
MORE THAN DOUBLE
THAT OF PREVIOUS
YEARS.**



18 ENABLING OUR CORE INDUSTRIES

Venture Taranaki works across many of the region’s key industries to facilitate high-level growth and development. Specific initiatives during the 2017-2018 financial year included the following.

ENERGY AND INDUSTRIAL GROUP

The Venture Taranaki-facilitated Energy and Industrial Group (EIG) is a cluster of over 20 companies operating across the energy sector. During the year the group redeveloped their promotional material, including the production of a new video highlighting the diversity of skills across its members. A number of key business development opportunities were also pursued by the cluster, including projects in Fiji and diversification into the water and geothermal sectors.

JUST TRANSITIONS

The central policy announcement around no new offshore exploration permits presented an unexpected challenge to the momentum of the region’s oil and gas sector and its supply chain. In May, Prime Minister Jacinda Ardern, along with Energy Minister Megan Woods and Senior Minister Andrew Little, delivered a series of senior stakeholder meetings and a press conference at Venture Taranaki, where discussion led to the importance of a just transition to a lower-carbon regional economy. Following these discussions, a centrally-funded Transitional Economy Manager has been appointed to Venture Taranaki to investigate options and facilitate economic continuity beyond the existing energy mix. The role begins in the 2018-2019 financial year.

MADE

The Trust developed and released the *MADE* publication late in the year, a snapshot of Taranaki’s makers, innovators and creators. The publication updated and extended the earlier *Taranaki – A Manufacturing Profile* to look at more of the region’s producers, and broaden the definition to include a more diverse scope of manufacturing and celebrate the innovation within the region. The publication includes case studies of 26 innovative manufacturers, and found that 540 manufacturing businesses exist in Taranaki, employing 8,695 people. Taranaki is the second highest region in New Zealand in terms of the percentage of manufacturing to regional employment.

DEMAND-SUPPLY ANALYSIS

Venture Taranaki undertook an update of its Demand-Supply report – a unique analysis which quantifies the Taranaki engineering outlook and landscape 2017 –2020. This analysis summarises anticipated workforce peaks and troughs based on upcoming projects and shutdowns, their timing and associated contracted resourcing requirements. Over 30 major projects and shutdowns were included, spanning over 50 Taranaki companies. The outcome identified the key periods where resourcing, workforce and skill set shortages may occur, allowing firms to plan ahead for peaks and troughs. The report also highlighted capability, capacity and changes in our engineering sector since 2014.



SUPPORTING STUDENT INTERNSHIPS

Each year Venture Taranaki and Callaghan Innovation team up to offer a range of student internships to local businesses, supporting them to take on tertiary students to help them progress research and development (R&D) projects.

Nick Walker, a Bachelor of Food Technology (Process Engineering) student studying at Massey University was one of this year’s interns, spending his summer break in Taranaki working for one of New Zealand’s largest beef jerky manufacturers, Waitara-based ANZCO Gourmet Foods.

During his three-month internship, Nick was tasked with investigating how ANZCO could achieve a more consistent and improved cooking cycle for their beef jerky products.

“I really enjoyed working at ANZCO and being able to apply course work into real world practice. The project allowed me to research all sorts of elements that make up the cooking of jerky, like marination time, different binding ingredients and oven placement. It’s good to know that I helped

solve some issues and improve the cooking cycle,” says Nick.

In addition to his assigned project, Nick was also invited to be involved in other opportunities.

“While I was on my placement I got involved in learning the electronic interface for their new ovens, along with new product development and sensory testing,” he says.

On his return to study, Nick was able to apply what he’d learnt to more project-based challenges, and focused his 4th year project on a Hawera-based business.

ANZCO Operations Manager Jacques Jordaan has found the programme immensely valuable, with the Callaghan Innovation funding enabling staff to be more effectively positioned.

“Having a student intern has freed up other staff, allowing Nick to focus on a successful outcome. The saving to the business was substantial,” says Jacques.

“Students have a willingness to learn and

develop their skills in the real world and can provide a fresh approach to areas of a business that may not have been explored due to lack of resources,” says Jacques.

The 2017-2018 year saw fourteen grants, worth a total of \$217,379, issued to eleven Taranaki businesses to take on student interns to progress R&D projects.



THESE COMPRISED:
**1 GRADUATE
 INTERNSHIP**
11 SUMMER INTERNS
1 PHD FELLOWSHIP
**1 MASTERS
 FELLOWSHIP**

GROWING TARANAKI'S CURIOUS MINDS

Taranaki's Curious Minds participatory science project continued to grow during the year, funding a further ten community-based science projects throughout Taranaki.

"Curious Minds projects offer groups within our community the chance to work on local issues that are important to them," says the project's coordinator Josh Richardson of Venture Taranaki.

"In total Curious Minds has funded 31 projects in Taranaki since 2015, covering areas as diverse as endangered species conservation, wireless connectivity in rural and urban environments, and now groups such as Upcycle Taranaki working on solutions to global issues like managing the overwhelming amount of plastic circulating in our marine environment," Josh says.

Taranaki is one of three regions where the Curious Minds Participatory Science Platform (PSP) is offered. The Platform supports community groups to work collaboratively with science professionals on locally relevant research projects. Curious Minds projects are community driven, which means the focus of investigation remains relevant to local people.

"Curious Minds is all about collaboration, we are looking for projects that offer valuable learning opportunities, both for the community participants, and for the science sector partners that contribute to this research" Josh says.

It is an initiative under A Nation of Curious Minds, a government programme to encourage New Zealanders to get involved in science and technology. A Nation of Curious Minds is coordinated by the Ministry of Business, Innovation and Employment, Ministry of Education and the Office of the Prime Minister's Chief Science Advisor.

IN THE 2017-2018 YEAR CURIOUS MINDS RECEIVED 37 EXPRESSIONS OF INTEREST, RESULTING IN 10 SUCCESSFUL APPLICATIONS FOR \$164,111 IN PROJECT FUNDING.

SINCE THE PROJECT'S INCEPTION, VENTURE TARANAKI HAS FUNDED 32 CURIOUS MINDS PSP PROJECTS WITH A TOTAL OF \$559,566.72 OF PROJECT FUNDING ALLOCATED TO THE TARANAKI COMMUNITY.

35 TARANAKI SCHOOLS HAVE NOW BEEN INVOLVED WITH PSP PROJECTS - MORE THAN A THIRD OF THE REGION'S SCHOOLS.





TAKING TARANAKI ONLINE

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Venture Taranaki's website is comprehensive, spanning regional visitor attraction, international education development, lifestyle and skills attraction, regional intelligence, business growth and development, and a corporate section with business information about the Trust. As such, redeveloping the majority of the site during the year – the Visit section was updated in 2016 – presented a sizable project, particularly as the outgoing site had been in operation since 2007.

The Taranaki.info site has to meet the needs of a wide and diverse range of users, seeking very different outcomes, from emerging businesses looking for funding to media looking for image assets to potential residents wanting to learn more about moving to the region.

The new site is built around a fully responsive architecture, enabling it to work seamlessly across multiple devices, while new functionality was developed to help people find funding, and a comprehensive publication library was developed spanning all facets of Venture Taranaki's publishing and offering online viewing and downloading. The content was also extensively reviewed, updated and extended to ensure that it meets the needs of the site's users, as well as being keyword-rich to help Taranaki rank highly on search engine requests.

The Visit section of the site was recognised with a coveted global Kentico Users' Choice Award for 2017 as the Best Tourism, Hospitality and Entertainment website, validating the framework and approach to the extension of the new site, which was launched in December 2017.

"VENTURE TARANAKI SOUGHT TO COMPLETELY RETHINK THEIR DIGITAL PRESENCE TO PROMOTE TARANAKI AS A UNIQUE PLACE TO VISIT, LIVE, WORK, AND INVEST. THE CHALLENGE OF VISUALLY CONVEYING THE UNIQUE AND SPECTACULAR LOCALES, PEOPLE, AND OPPORTUNITIES AVAILABLE WITHIN THE TARANAKI REGION OF NEW ZEALAND WAS A HIGHLIGHT OF THIS PROJECT." - KENTICO AWARDS CITATION, 2017



DRIVING THE INNOVATION ECONOMY

Innovation sits close to the heart of Taranaki’s economy, and Venture Taranaki this year brought a number of new initiatives to the region to foster innovative thinking.

TECHWEEK TARANAKI 2018

Techweek is a nationwide technology and innovation event that has been occurring in other parts of the country since 2016, showcasing, engaging, connecting and inspiring cool ideas and creative people, leading innovations and cutting edge technologies. This year, Venture Taranaki worked with the national coordinators to bring the event to our region for the first time.

From 19-27 May, a total of ten events were delivered to Taranaki audiences, including the Powerco Future Tech showcase, the Launch Taranaki Dragon’s Den, and Learner Me education technology display.

In addition, Venture Taranaki coordinated an Energy and Innovation Think Tank event in partnership with Callaghan Innovation, a Curious Communities event aligned to the Curious Minds project (see page 20), and ‘She Started It’ – a film screening and panel discussion to foster more women entrepreneurs in our region.

Another event within Techweek supported by Venture Taranaki was the region’s first ‘hackathon’ – a focused networking event where participants are motivated by the goal of solving real local problems

with innovation, ideas, and a little bit of disruptive thinking. The event was a great success, reaching a wide and diverse audience.

IDEA SUMMIT

Techweek also saw the official launch of Idea Summit, a new initiative introduced by Venture Taranaki during the year, designed to encourage those with a business idea to enter a competition and work with mentors and expertise to turn that idea into an innovative business. The winner, which will be announced in September 2018, wins \$10,000 in start-up cash, along with other prizes to help their businesses launch strongly.

The competition drew 77 entries, which were shortlisted to five finalists who then benefitted from a 10-week programme of mentorship and workshop support. Venture Taranaki attracted 12 sponsors to the event, each of which is providing either financial and/or in-kind support to the programme.

OTHER INNOVATION EVENTS

The Trust also supported November’s Start-Up Weekend, which this year attracted over 30 participants forming five teams which developed and tested business ideas over the pressurised weekend. The winning team was EasyPermit, and several other solid business concepts were developed alongside participants gaining business skills.



DEVELOPING BUSINESS CAPABILITY

As Taranaki’s Regional Business Partner for New Zealand Trade & Enterprise, Callaghan Innovation and Business Mentors New Zealand, Venture Taranaki delivers the Capability Development Voucher programme, which provides up to 50% subsidy for small business owners and managers to build the skills they need to grow their businesses.

One of our region’s most innovative food businesses is Kaitahi – The Native Superfood Company. This Ngāa Rauru Kii Tahī iwi-owned enterprise produces frozen smoothie drops using fruit, vegetables and traditional Māori ingredients such as kūmara, pūhā and kawakawa. The drops allow the customer to add their liquid of choice, shake and serve – no blending required. Kaitahi took the top honour for the most innovative foodservice product, as well as the overall Champion of Innovation Award, at the Fine Food New Zealand Innovation Awards in June 2018.

Group General Manager Anne-Marie Broughton worked with Venture Taranaki to

build key networks and connections, and access Capability Development Vouchers for specialist marketing and business coaching.

“We appreciate the support we’ve received from Venture Taranaki throughout our journey. Jane and Eve have strong networks and are always available and keen to help. They keep us in the loop with what’s happening in our space and are quick to connect us with people that can help.”

“We’re just a little start-up in a big, new industry so the support and capability development funding we’ve received from Venture Taranaki is super helpful and important to us.”

Another small business with big ambitions is Vanguard 86, a marketing agency specialising in digital platforms. Founder Thomas Emmerson approached Venture Taranaki for help with defining their business strategy and identifying opportunities to grow. The business had doubled in size in a short time and needed specialist coaching to ensure this was

sustainable and repeatable. They used Capability Development Vouchers to engage PwC in business strategy and coaching, to challenge business assumptions and guide their growth into new territory.

“There’s absolutely no doubt that we would have struggled to get to where we are without the voucher scheme. The funding enabled us to get expert help that has directly contributed to our growth and enabled us to hire more people. Without the guidance we received from this scheme we would not have grown as quickly, and as surely, as we have.”

THIS YEAR, VENTURE TARANAKI ISSUED 249 VOUCHERS THROUGHOUT THE REGION, WORTH A RECORD TOTAL OF \$404,469.



HELPING BUSINESSES START STRONGLY

Venture Taranaki’s regular start-up clinics are a mainstay of the business services suite, and continue to attract interest across the region. Anyone with a business concept, from idea through to first year of trading, can meet with an experienced start-up advisor for free and confidential advice. These clinics provide an essential first step for many aspiring entrepreneurs.

This year’s start-up clinics were attended by 278 people from throughout Taranaki, with business ideas spanning all areas from retail and hospitality to software, healthcare and animal services.

One of those new entrepreneurs was Dale Bothwell, an animal lover who turned her passion for horses into a specialist equine sport massage service, with support from Venture Taranaki’s start-up clinic. Wanting to improve the quality of life for performance horses was the catalyst for Dale in studying equine anatomy and physiology at the Institute of Complimentary Animal Therapies (U.K.), providing her with an uncommon skillset that has developed into a rapidly growing business.

“Every animal is important to somebody, and to see sore and sad horses happy and competing again or returning to a purposeful life is incredibly rewarding. It’s amazing to help people become more aware of their horse’s behaviour and give them a better understanding of this,” Dale says.

A for lease sign going up on an Eltham café prompted Charley Hodge to book a Venture Taranaki Business Start-up clinic to help

ensure things got moving in the right direction.

“I’d always dreamed of running a food business, and when an old café in Eltham’s CBD came up for lease, I couldn’t pass up the opportunity to make my dream come true,” Charley says.

After a lengthy rebuild of the premises, Charley’s Café is now up and running, and successfully serving Eltham’s growing community as well as visitors to and through the South Taranaki town.

“I got so much out of that meeting. I received really valuable feedback about my ideas and the pathways I needed to take to achieve what I wanted. I felt reassured that I had a great idea that could go a long way,” Charley says.

“It was amazing, and I’ve already recommended the service to friends with ideas for businesses.”



THIS YEAR 278 FREE BUSINESS START-UP APPOINTMENTS WERE HELD THROUGHOUT TARANAKI



PARTNERING WITH MASSEY UNIVERSITY

The 5-year partnership between Venture Taranaki and Massey University continued throughout the 2017-2018 year, enabling more Taranaki businesses to access the expertise, knowledge and research and innovation capabilities the university holds, with the aim of fostering development, innovation and growth in the region.

During the year the Business Development Manager worked across a number of fronts to progress a range of strategic projects spanning food and fibre production, Māori economy, technology, environmental protection, primary production, and more. In total, 78 clients were actively assisted, with 44 going on to receive some form of research and development or resource/advice assistance from Massey University.

The value of Venture Taranaki’s relationship with Massey University was formally recognised during the year when the Trust was selected as a finalist for Massey University’s Partnership Excellence Award.

REGIONAL PARTNERSHIPS

Venture Taranaki’s success is built on partnerships and collaboration at both regional and national levels. In addition to core funding from New Plymouth District Council, and key contracts with South Taranaki and Stratford District Councils, the Trust maintains partnerships with several central government agencies, Massey University, and other organisations and companies.

Since 2010, Venture Taranaki has been the Regional Business Partner for Taranaki, a collaboration between New Zealand Trade & Enterprise, Callaghan Innovation, Business Mentors New Zealand and thirteen other regional development agencies across New Zealand. The relationship enables Taranaki businesses to access the same or better opportunities for funding as any business anywhere in New Zealand.

The services delivered by Venture Taranaki are highly valued by the business community, as reflected in this year’s Client Satisfaction Survey:

Net Promoter Score of 63.6 (50+ is considered excellent)

91.8% of respondents were very satisfied or satisfied with Venture Taranaki’s Business Services

94.6% of respondents were very satisfied or satisfied with Venture Taranaki’s staff.

FINANCIAL PERFORMANCE 2017-2018

INDEPENDENT AUDITOR'S REPORT

To the readers of Venture Taranaki Trust's financial statements and performance information for the year ended 30 June 2018

The Auditor-General is the auditor of Venture Taranaki Trust (the Trust). The Auditor-General has appointed me, Clint Ramoo, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and performance information of the Trust on his behalf.

Opinion

We have audited:

- the financial statements of the Trust on pages 29 to 41, that comprise the statement of financial position as at 30 June 2018, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the Trust on pages 42 to 44.

In our opinion:

- the financial statements of the Trust on pages 29 to 41:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2018; and
 - its financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with the Public Benefit Entity Standards Reduced Disclosure Regime.

- the performance information of the Trust on pages 42 to 44 presents fairly, in all material respects, the Trust's actual performance compared against the performance targets and other measures by which performance was judged in relation to the Trust's objectives for the year ended 30 June 2018.

Our audit was completed on 4 September 2018. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

BASIS FOR OUR OPINION

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

RESPONSIBILITIES OF THE BOARD FOR THE FINANCIAL STATEMENTS AND THE PERFORMANCE INFORMATION

The Board is responsible on behalf of the Trust for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board is also responsible for preparing the performance information for the Trust.

The Board is responsible for such internal control as they determine is necessary to enable them to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board is responsible on behalf of the Trust for assessing the Trust's ability to continue as a going concern. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board intends to liquidate the Trust or to cease operations, or have no realistic alternative but to do so.

The Board's responsibilities arise from the Local Government Act 2002.

RESPONSIBILITIES OF THE AUDITOR FOR THE AUDIT OF THE FINANCIAL STATEMENTS AND THE PERFORMANCE INFORMATION

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- We evaluate the appropriateness of the reported performance information within the Trust's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether

a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Trust to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

OTHER INFORMATION

The Board is responsible for the other information. The other information comprises the information included on pages 1 to 25 and 45, but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do

not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENCE

We are independent of the Trust in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1(Revised): Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the Trust.



Clint Ramoo

Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

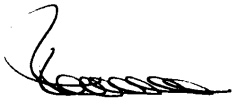
VENTURE TARANAKI TRUST TRUSTEES' REVIEW

For the year ended 30 June 2018

The Board of Trustees present their Annual Report including Financial Statements and Statement of Service Performance of the Trust for the year ended 30 June 2018.

The business of the Trust is facilitating economic development in Taranaki. The nature of the Trust's business has not changed during the year under review.

For and on behalf of the Trustees

A handwritten signature in black ink, appearing to read 'Robin Brockie', with a long, horizontal flourish extending to the right.

ROBIN BROCKIE
Chairman

VENTURE TARANAKI TRUST

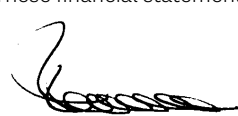
STATEMENT OF FINANCIAL POSITION

As at 30 June 2018

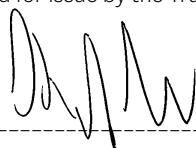
	Notes	2018 \$	2017 \$
Assets			
Current assets			
Cash and cash equivalents		332,859	395,618
Trade and other receivables from non-exchange transactions		97,506	142,832
Other current assets		47,156	52,097
GST receivable		123,707	147,010
<i>Total current assets</i>		601,228	737,557
Non-current assets			
Intangible assets	4	119,073	38,301
Property, plant and equipment	5	159,758	204,307
<i>Total non-current assets</i>		278,831	242,608
Total Assets		880,059	980,165
Liabilities			
Current Liabilities			
Trade and other payables under exchange transactions		405,712	450,274
Funds held on behalf of EIG		9,429	7,580
Employee entitlements	9	119,233	107,043
Revenue received in advance		-	80,143
<i>Total current liabilities</i>		534,374	645,040
Total Liabilities		534,374	645,040
Net Assets		345,685	335,125
Total Equity			
Trust equity		345,685	335,125
		345,685	335,125

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These financial statements were authorised for issue by the Trustees on 4 September 2018.



----- Chairman



----- Trustee

The accompanying notes form part of these financial statements.

VENTURE TARANAKI TRUST

STATEMENT OF COMPREHENSIVE REVENUE & EXPENSES

For the year ended 30 June 2018

	Notes	2018 \$	2017 \$
Revenue			
Grant revenue	Non-exchange 2	4,464,441	4,160,881
Other revenue	Exchange	66,807	71,405
Interest revenue	Exchange	24,777	26,301
Gain on disposal of assets	Exchange	10	18,779
<i>Total Revenue</i>		4,556,035	4,277,366
Expenses			
Audit fee	3	24,018	25,173
Amortisation expense	4	47,551	27,865
Depreciation expense	5	53,983	75,079
Marketing expenses		749,065	571,840
Professional fees		359,137	225,304
Grants		1,064,396	1,262,811
Rental and operating lease expenses		146,589	142,814
Personnel costs		1,649,138	1,471,820
Trustees fees		83,417	79,753
Loss on foreign exchange		-	5
Other operating expenses		368,181	394,200
<i>Total Expenses</i>		4,545,475	4,276,664
Surplus before Taxation		10,560	702
Income tax expense		-	-
Surplus after Taxation		10,560	702
Other Comprehensive Revenue and Expenses		-	-
Total Comprehensive Revenue and Expenses		10,560	702

The accompanying notes form part of these financial statements.

VENTURE TARANAKI TRUST

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2018

	Trust Equity \$	Total Equity \$
Balance as at 1 July 2016	334,423	334,423
Total comprehensive revenue and expenses for the year	702	702
Balance at 30 June 2017	335,125	335,125
Balance as at 1 July 2017	335,125	335,125
Total comprehensive revenue and expenses for the year	10,560	10,560
Balance at 30 June 2018	345,685	345,685

The accompanying notes form part of these financial statements.

VENTURE TARANAKI TRUST

STATEMENT OF CASH FLOWS

For the year ended 30 June 2018

	Notes	2018 \$	2017 \$
Cash flows from operating activities			
Receipts from grants and other income		4,492,000	4,254,178
Interest revenue received		24,777	26,301
Payments to suppliers and employees		(4,465,191)	(4,168,636)
Goods and services tax (net)	13	23,403	(48,083)
Net cash flows from operating activities	14	74,989	63,760
Cash flows from investing activities			
Receipts from sale of property, plant and equipment		10	31,524
Purchase of property, plant and equipment		(9,435)	(88,100)
Purchase of intangible assets		(128,323)	(30,600)
Net cash flows (used in) investing activities		(137,748)	(87,176)
Cash flows from financing activities			
Net cash flows from/(used in) financing activities		-	-
Net (decrease)/increase in cash and cash equivalents		(62,759)	(23,416)
Cash and cash equivalents at the beginning of the year		395,618	419,034
Cash and cash equivalents at the end of the year		332,859	395,618

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The accompanying notes form part of these financial statements.

VENTURE TARANAKI TRUST

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2018

1. 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.

The financial statements of the Trust are for the year ended 30 June 2018. The financial statements were authorised by the Board for issue on 31 August 2018.

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 PBE's.

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

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 Deed. The Trust also receives other government assistance for specific purposes, and these grants usually contain restrictions on their use.

Council, government, and non-government 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.

VENTURE TARANAKI TRUST

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

For the year ended 30 June 2018

1. STATEMENT OF ACCOUNTING POLICIES CONTINUED

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 the Venture Taranaki and Energy Stream 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 non-interest 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.

VENTURE TARANAKI TRUST

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

For the year ended 30 June 2018

2. GRANT REVENUE

	2018 \$	2017 \$
New Plymouth District Council	3,215,623	2,850,099
New Zealand Trade and Enterprise	303,040	302,865
Ministry Business, Innovation & Employment	424,700	339,972
Other	521,078	667,945
	4,464,441	4,160,881

3. AUDIT FEE

	2018 \$	2017 \$
Annual audit fee	25,518	25,173
Discount provided from prior year	(1,500)	-
Audit Expense	24,018	25,173

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4. INTANGIBLES

	2018 \$	2017 \$
Software		
Opening net book value	38,301	35,566
Additions	158,923	-
Disposals	-	-
Work In Progress capitalised once asset operational	(30,600)	30,600
Amortisation	(47,551)	(27,865)
Closing net book value	119,073	38,301
Cost or valuation	355,584	272,441
Accumulated amortisation	(236,511)	(234,140)
Closing net book value	119,073	38,301

There are no restrictions over the title of the Trust's intangible assets; nor are any intangible assets pledged as security for liabilities.

5. PROPERTY PLANT AND EQUIPMENT

	Leasehold Alterations	Fixtures and fittings	Office equipment	Other Fixed Assets	Motor Vehicles	Total
2018						
Opening net book value	33,643	29,311	26,925	5,729	108,699	204,307
Additions	-	2,034	5,803	1,597	-	9,434
Disposals	-	-	-	-	-	-
Depreciation	(7,255)	(4,278)	(12,756)	(2,088)	(27,606)	(53,983)
Closing net book value	26,388	27,067	19,972	5,238	81,093	159,758
Cost or valuation	134,657	88,223	191,146	38,714	138,034	590,774
Accumulated depreciation	(108,269)	(61,156)	(171,174)	(33,476)	(56,941)	(431,016)
Closing net book value	26,388	27,067	19,972	5,238	81,093	159,758
2017						
Opening net book value	44,027	33,674	47,631	8,353	70,346	204,031
Additions	-	-	8,384	1,120	78,596	88,100
Disposals	-	-	(78)	(90)	(12,577)	(12,745)
Depreciation	(10,384)	(4,363)	(29,012)	(3,654)	(27,666)	(75,079)
Closing net book value	33,643	29,311	26,925	5,729	108,699	204,307
Cost or valuation	134,658	86,189	188,924	37,117	138,033	584,921
Accumulated depreciation	(101,015)	(56,878)	(161,999)	(31,388)	(29,334)	(380,614)
Closing net book value	33,643	29,311	26,925	5,729	108,699	204,307

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There are no restrictions over the title of the Trust's property, plant, and equipment; nor is any pledged as security for liabilities.

VENTURE TARANAKI TRUST

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

For the year ended 30 June 2018

6. TAXATION

	2018 \$	2017 \$
Net profit/(loss) before tax	10,560	702
Tax at 33%	3,485	232
Plus (less) tax effect of:		
Temporary differences	4,715	(35,891)
Non deductible expenditure	1,063	932
Unrecognised (utilisation) of tax losses	(9,263)	34,727
Income Tax Expense	-	-
<i>The taxation charge is represented by:</i>		
Current tax payable	-	-
Deferred tax	-	-
	-	-

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Unused tax losses of \$163,876 (2017: \$191,946) are available to carry forward and offset against future taxable income. A deferred tax asset has not been recognised due to the uncertainty regarding the availability of future taxable profits.

7. COMMITMENTS

a) Capital Commitments

There were no capital commitments as at 30 June 2018 (2017: \$Nil).

b) Operating Leases as Lessees

Lease commitments under non-cancellable operating leases are:

	2018 \$	2017 \$
Not later than one year	128,305	126,919
Later than one year and not later than five years	27,389	143,180
	155,694	270,099

The non-cancellable operating lease relates to the lease of part of an office building. The lease expires 31 August 2022, with options to vacate the premises 31 August 2019.

c) Operating Leases as Lessors

	2018 \$	2017 \$
Not later than one year	43,360	43,359
Later than one year and not later than five years	7,227	50,586
	50,587	93,945

8. RELATED PARTY TRANSACTIONS

No provision has been required, nor any expense recognised, for impairment of receivables from related parties (30 June 2017: \$Nil).

All transactions with related parties were carried out on normal commercial terms.

(a) Related Party Disclosures

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that are reasonable to expect that the Trust would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with Government agencies (for example, Government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements and undertaken on the normal terms and conditions for such transactions.

b) Key Management Personnel

Key management personnel includes 0.54 FTE Trustees, 1 FTE Chief Executive and 5.4 FTE Senior Management. (2017: Key management personnel includes 0.51 FTE Trustees, 1 FTE Chief Executive and 5.5 FTE Senior Management).

	2018 \$	2017 \$
Trustees	83,417	79,750
Chief Executive and Senior Management	792,554	723,387
	875,971	803,137

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9. EMPLOYEE ENTITLEMENTS

	2018 \$	2017 \$
Balance at beginning of period	107,043	101,194
Additional provision made	138,943	124,570
Amount utilised	(126,753)	(118,721)
Balance at end of period	119,233	107,043
Current		
Annual leave	119,233	107,043
	119,233	107,043

Employee entitlements relate to employee benefits such as accrued annual leave. The provision is affected by a number of estimates, including the timing of benefits taken. All employee entitlement is expected to be consumed during the following financial year.

VENTURE TARANAKI TRUST

NOTES TO THE FINANCIAL STATEMENTS CONTINUED

For the year ended 30 June 2018

10. CONTINGENCIES

Contingent Liabilities: The Trust has no contingent liabilities at balance date (2017: \$Nil).

Contingent Assets: The Trust has no contingent assets at balance date (2017: \$Nil).

11. TRADE AND OTHER PAYABLES UNDER EXCHANGE CONTRACT

The Trust has recognised a liability of \$40,250 for unpaid grants at balance date (2017: \$40,000). Our expectation is that all of these grants will be paid out over the next 12 months.

12. EVENTS AFTER THE BALANCE DATE

There have been no significant events post balance date (2017: \$Nil).

13. CASH FLOW

The net GST component of operating activities reflects the net GST paid and received with the Inland Revenue Department. The net GST component has been presented on a net basis as the gross amounts do not provide meaningful information for financial statement purposes.

14. RECONCILIATION OF NET PROFIT WITH NET CASH FLOW FROM OPERATING ACTIVITIES

	2018 \$	2017 \$
Net surplus before taxation	10,560	702
Add/(less) non-cash items:		
Add depreciation	53,985	75,079
Add amortisation	47,551	27,865
Net (profit)/loss on disposal	(10)	(18,779)
	112,086	84,867
Movements in working capital:		
(Increase)/decrease in trade and other receivables	45,326	(49,871)
(Increase)/decrease in other current assets	4,940	(14,924)
(Increase)/decrease in GST receivable	23,302	(45,928)
Increase/(decrease) in trade and other payables	(44,562)	34,004
Increase/(decrease) in funds held on behalf of EIG	1,849	(15,409)
Increase/(decrease) in revenue received in advance	(80,143)	65,171
Increase/(decrease) employee benefits	12,191	5,850
	74,989	63,760

15. CAPITAL MANAGEMENT

The Trust's capital is its equity, which comprises Trust capital and retained surpluses. Equity is represented by net assets.

The Trust Deed requires the Board of Trustees to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently. The Trust's equity is largely managed as a by-product of managing revenues, expenses, assets, liabilities, investments, and general financial dealings.

The objective of managing the Trust's equity is to ensure that the Trust effectively achieves its objectives and purpose, whilst remaining a going concern.

16. CATEGORIES OF FINANCIAL INSTRUMENTS

The carrying amounts of financial instruments are as follows:

	2018 \$	2017 \$
Loans and receivables		
Cash and cash equivalents	332,859	395,618
Trade and other receivables	97,506	142,832
	430,365	538,450
Financial liabilities at amortised cost		
Trade and other payables	405,712	450,274
	405,712	450,274

STATEMENT OF SERVICE PERFORMANCE

For the year ended 30 June 2018

Regional Strategy Context	New Plymouth District Economic Strategy Strategic Priorities	Performance Measurements	2017-2018 Year	2016-2017 Year
Team Taranaki where the goal is to build partnerships and harness the collective energies and spirit of the Taranaki people and its leaders to benefit Taranaki's growth.	Improve connections within NZ and with the world.	Team: Maintain a regional economic intelligence unit and publish bi-annually Taranaki Trends and Business survey (source: Publish Taranaki Trends and business surveys bi-annually).	Achieved Two editions of Taranaki Trends and two Business Surveys undertaken with results released.	Achieved Two editions of Taranaki Trends and two Business Surveys undertaken with results released.
		Team: Undertake one Team Taranaki submission on regional issue (source: annual submission).	Not applicable Not a 2017-2018 Year measure.	Achieved Submission on funding for Pouakai Crossing to Regional Development Minister resulting in \$3m fund.
		Team: Participation in the TREADS process (source: TREADS Steering Committee minutes).	Achieved Participation TREADS process at Governance (LEAD member) and executive (Tapuae Roa Steering Committee) level.	Not applicable Not a 2016-2017 Year measure.
Gateway Taranaki where the goal is to connect Taranaki locally, nationally and internationally, removing the geographic issue of isolation and building on the region's proximity and access to Australia.		Team: Maintain connections across www.taranaki.info and social media channels (source: Google analytics and Facebook statistics).	Achieved <ul style="list-style-type: none"> www.taranaki.info: Sessions up 79.95% with new users up 103.93%. Biz 2 Biz Facebook followers up 399 or 24%. 'Taranaki Like No Other' Facebook followers up 7,295 or 15%. Twitter followers up 79 or 1%. Instagram followers up 3,213 or 54%. 	Achieved <ul style="list-style-type: none"> Connections to www.taranaki.info made Biz 2 Biz Facebook followers up 276 or 20%. 'Taranaki Like No Other' Facebook followers up 6,028 or 15%. Twitter followers up 390 or 7%. Instagram followers up 1,980 or 49%.
Foundation Taranaki where the goal is to maximise the potential of Taranaki's core industries by adding value to the regions' traditional business sectors and enhancing business capability, innovation, productivity and export development.	Encourage enterprise and innovation in all areas of the economy.	Foundation: Facilitate \$750,000 investment into regional businesses subject to central government policy (source: Central Government and other Agencies).	Achieved \$3,202,362 of research and development and innovation funding facilitated into Taranaki business (across 45 transactions).	Achieved \$500,000 2016-2017 \$1,515,399 (GST inclusive) of research and development and innovation funding facilitated into Taranaki business (across 36 transactions).
		Foundation: Achieve >85% Client satisfaction in regard to business support services (source: Annual client satisfaction survey).	Achieved 91.8 percent client satisfaction with Venture Taranaki business services.	Achieved >80% 2016-2017 93.7 percent client satisfaction with Venture Taranaki business services.

VISION: TARANAKI – THE ENVY OF NEW ZEALAND FOR SUSTAINABLE BUSINESS, TALENT, INVESTMENT AND LIFESTYLE.

MISSION: TO DRIVE AND FACILITATE SUSTAINABLE, DIVERSE ECONOMIC GROWTH IN TARANAKI, POSITIONING THE REGION AS THE PLACE TO DO BUSINESS, TO INVEST, TO LIVE, TO WORK, TO LEARN, AND TO VISIT.

TO BE RECOGNISED AS NEW ZEALAND’S LEADING EXPERTS IN REGIONAL ECONOMIC DEVELOPMENT.

Regional Strategy Context	New Plymouth District Economic Strategy Strategic Priorities	Performance Measurements	2017-2018 Year	2016-2017 Year
<p>Frontier Taranaki where the goal is the pursuit of new horizons, industries and projects that foster diversification, growth, and/or perception shifts to enhance Taranaki’s regional development.</p>	<p>Capitalise on key clusters and economic advantages.</p>	<p>Frontier: Support three key Growth projects with high impact potential (source: Business Plan).</p>	<p>Achieved Provide facilitation for Energy and Industrial group. Provide facilitation for International Education Taranaki collective. Curate and deliver Techweek 2018 in Taranaki</p>	<p>Achieved Provide facilitation for Energy and Industrial group. Provide facilitation for International Education Taranaki collective. Partnership with Massey University to connect Taranaki businesses and organisations to Massey University expertise.</p>
<p>Talented Taranaki where the goal is to create a regional culture where innovation, talent and lifelong learning are valued and to ensure Taranaki businesses have the skills to support current and future needs.</p>	<p>Build and retain a highly skilled workforce.</p>	<p>Talented: Invest \$250,000 in management capability building for Taranaki SME’s subject to central government policy (source: Regional Partner Network funding).</p>	<p>Achieved \$404,468.92 of capability development voucher funding invested across 249 vouchers.</p>	<p>Achieved \$200,000 2016-2017 \$376,085 of capability development voucher funding invested across 276 vouchers.</p>
<p>Desirable Taranaki where the goal is to make Taranaki the preferred place to live, work and visit, in order to achieve the population target of 135,000 by 2035.</p>	<p>Promote our District as a desirable and unique place to visit, live and invest in.</p>	<p>Desirable: Attract or retain four major events meeting NPDC criteria (>100 points) based on \$736k event fund.</p>	<p>Achieved 13 Events were funded over the year as follows: <ul style="list-style-type: none"> • Altherm Jetsprint Championship 2018 – 2 Events • AmeriCARna 2018 • BDO Around the Mountain Cycle Challenge 2019 • Bryan Adams Get Up Tour 2018 • ITU New Plymouth Sprint Triathlon World Cup 2018 • New Zealand Offshore Powerboat Championship series 2018 • New Zealand Schools Triathlon Championships 2019 • New Zealand Tattoo & Art Festival 2018 • Powerco Garden Festival 2018 • Right Royal Cabaret Show 2018 • Steelformers Around the Mountain Relay 2018 • TSB Festival of Lights 2018/19 • WOMAD 2018. </p>	<p>Achieved <ul style="list-style-type: none"> • All Blacks vs Argentina 2017, • BDO Around the Mountain Cycle Challenge 2018, • Cat Stevens/Yusuf – ‘A Cats Attic-Peace Train Tour’ 2017, • ITU New Plymouth Sprint Triathlon World Cup 2017, • McDonald’s SuperSmash T20 cricket 2016, • New Zealand Tattoo and Arts festival 2017, • Phoenix vs Sydney Wanderers 2017, • Powerco Taranaki Garden Spectacular 2017, • PSP NZ Jetsprint Championship – Rounds 1 and 3, • Taranaki International Arts Festival 2017, • Taranaki Steelformers Around the Mountain Relay 2017, • WOMAD 2017. </p>

STATEMENT OF SERVICE PERFORMANCE CONTINUED

For the year ended 30 June 2018

Regional Strategy Context	New Plymouth District Economic Strategy Strategic Priorities	Performance Measurements	2017-2018 Year	2016-2017 Year
<p>Desirable Taranaki continued</p>		<p>Desirable: Provide and distribute a minimum of six pieces of regional collateral to inspire the communities of Taranaki, visiting conferences, events and leisure travellers to explore and enjoy the many aspects of the region.</p>	<p>Not applicable Not a 2017-2018 Year measure.</p>	<p>Achieved Collateral includes: Parks and Gardens, Museums and Galleries, A Walker's Guide, Taranaki's Must Dos, Forgotten World Highway, Surf Highway 45.</p>
		<p>Desirable: Provide six pieces of regional collateral to leverage off the 2017 Lonely Planet award, either in digital or hard copy, to inspire the communities of Taranaki, visiting conferences, events and leisure travellers to explore and enjoy the many aspects of the region.</p>	<p>Achieved More than six pieces of regional collateral were produced during the year including: A Walkers Guide, Forgotten World Highway, Museums and Galleries, Official Visitors Guide, Parks and Gardens, Surf Highway 45, Taranaki Event Toolkit, Taranaki: An Insider's Guide.</p>	<p>Not applicable Not a 2016-2017 Year measure.</p>
		<p>Desirable: Develop a Regional Taranaki Destination Strategy including agreed actions and targets for implementation in 2017/18 (source: Destination Strategy).</p>	<p>Not applicable Not a 2017-2018 Year measure.</p>	<p>Achieved Draft strategy developed and to be integrated into Tapuae Roa regional economic development strategy.</p>
		<p>Desirable: Adoption of draft regional Taranaki Destination Strategy by the three territorial local authorities with actions and targets defined in an implementation plan.</p>	<p>Achieved All TLAs agreed to merge the Destination Strategy into the Tapuae Roa (Regional Strategy) Structure. The Visitor Section Action Plan has been developed and is one of the four futures cited in Tapuae Roa which has been endorsed by all TLAs.</p>	<p>Not applicable Not a 2016-2017 Year measure.</p>
		<p>Desirable: Support/attract a minimum of five conferences/events through either: assisting with bids; undertaking initiatives to maximise attendance or encouraging attendees to explore Taranaki.</p>	<p>Achieved Over 45 MICE (Meetings, Incentives, Conferences and Events) were assisted during the year including: The National Celebrants Conference – A presentation was prepared for the 2018 conference to encourage attendees for 2019; The New Zealand Recreation Association Conference – Participation in the Local steering committee and collateral provision; Photographic Society of New Zealand Conference; NZ Garden Trust Conference (Collateral and presentation at the conference); Couples for Christ NZ National Conference.</p>	<p>Achieved Assistance Provided to: Association Tax Agents New Zealand (ATAINZ); Association of Community Access Broadcasters Aotearoa New Zealand; New Zealand Property Investors; Rotary District Conference; New Zealand Dental Hygienists' Association; BMX New Zealand North Island Titles 2019 Oceania Champs 2019 (Bid).</p>

VENTURE TARANAKI TRUST TRUST DIRECTORY

For the year ended 30 June 2018

Nature of Business

Facilitating economic development in Taranaki

Business Office

9 Robe Street
New Plymouth

Trustees

Robin Brockie (Chairman)
Gavin Faull
Vanessa James (Resigned 31 December 2017)
Kevin Murphy
Jamie Tuuta
Steve Maharey
Hinerangi Raumati-Tu'ua
David Downs (Appointed 1 June 2018)

Auditors

Audit New Zealand
Wellington
On behalf of the Auditor General

Accountants

Staples Rodway Taranaki Limited
New Plymouth

Bankers

TSB Bank
New Plymouth

Solicitors

Govett Quilliam
New Plymouth



Taranaki's Regional Development Agency

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An initiative of



Te Kaunihera-ā-Rohe o Ngāmōtu
NEW PLYMOUTH DISTRICT COUNCIL
newplymouthnz.com