

# ENC Statement of Intent

## Financial Year Beginning 1 July 2024

### Introduction

North Canterbury Economic Development Trust trading as Enterprise North Canterbury (ENC) is a Council Controlled Organisation (CCO) established by the Waimakariri District and Hurunui District Councils. This Statement of Intent sets out the overall intentions and objectives for the period of 1 July 2024 to 30 June 2027. This year's Statement of Intent (SOI) takes into consideration the new 10-year ENC strategic plan 2023-2033 approved by the Board in November 2023 and endorsed the two Councils

### Nature & Scope of Activities

ENC is an Economic Development Agency with a vision:

'To inspire, attract and retain individuals, businesses and social enterprises to invest in our region'

### The Objects of the Trust

The objects of the Trust as set out in clause 3.1 of the Deed of Trust are to:

- Cultivate economic initiatives and foster growth for the benefit of the North Canterbury Community.
- Promote the economic, environmental, cultural and social well-being of the North Canterbury Community.
- Foster, develop and assist in the management of best practices and effective use of the resources of North Canterbury.
- Promote and nurture community-based, sustainable economic growth through projects to benefit the people of North Canterbury Community.

In pursuing these objects ENC will:

- Operate with the utmost integrity.
- Be innovative, proactive and professional.
- Work collaboratively in all activities it facilitates.
- Respect the democratic processes of the sponsoring Councils.

ENC's role is primarily to be an un-locker of economic opportunity. To do this, we are a facilitator, catalyst for change, information gatherer, analyst, leader, and a connector, trainer, supporter, and advisor for North Canterbury businesses. On top of that, we want people to know that North Canterbury is the place they should seek to live, work, play and visit.

ENC's business is grouped under three themes/objectives:

- Develop and maintain a strong regional brand identity.
- Support existing and new businesses to prosper.
- Grow visitor numbers and value to North Canterbury.

These themes are captured in ENC's simple byline 'Connect, Invest, Grow'



## The Performance Measures

In pursuit of its vision ENC has adopted three strategic objectives against which its performance will be monitored

# ENC Strategic Objectives

## Performance Measures 2024/25

ENC Vision: 'To inspire, attract and retain individuals, businesses and social enterprises to invest in our region'

STRATEGIC OBJECTIVE ONE: DEVELOP AND MAINTAIN A STRONG REGIONAL IDENTITY

	Performance Measure	Target
<b>1.1 Deliver the MADE NORTH CANTERBURY Food and Beverage project to achieve greater collaboration</b>	Increase sales for producers	3 Supermarkets provide instore profile annually Increase producer directory from 30 to 60 listings
	Local producers and service providers to collaborate and connect	Provide two 'Flavours of Business' functions each year
	Run The North Course each year	Increase participation by 10%
<b>1.2 Attract and Grow Talent to North Canterbury</b>	Profile North Canterbury Jobs and Lifestyle on website	A minimum of 2 videos each year and 8 case studies
	Deliver a digital campaign in partnership with businesses	At least 10 businesses contribute to a digital marketing campaign if demand exists Measure positive feedback Measure number of positions filled
	Employer toolkit and resources	Measure the number of downloads of toolkit

STRATEGIC OBJECTIVE TWO: SUPPORTING EXISTING AND NEW BUSINESSES TO GROW AND PROSPER

	Performance Measure	Target
<b>Objective 2.1 Business Support</b>	<p>Deliver the MBIE Regional Business Partner Programme</p> <p>Provide resources, tools and information to help businesses</p> <p>Host networking events to encourage collaboration and connection</p> <p>Provide upskilling opportunities for local businesses</p> <p>Organise and Host the North Canterbury Business Awards biennially</p>	<p>Undertake 48 Capability Assessments and issue a minimum of \$50,000 NZTE Vouchers</p> <p>Provide business support to 50 existing businesses to grow/expand</p> <p>Two large networking functions held Three small sector networking functions held</p> <p>10 half day workshops run by ENC</p> <p>8 Categories fully sponsored Run a launch event in April 2025 Achieve at least 60 entries</p>
<b>Objective 2.2 Business Attraction</b>	<p>Provide start up advice</p> <p>Expand the marketing features that make Waimakariri and Hurunui attractive to business</p> <p>Support businesses considering establishing in North Canterbury through connections, resources and networks</p>	<p>Support provided to 50 new startup businesses</p> <p>Invest section developed on Northcanterbury.co.nz website to attract businesses to set up in North Canterbury</p> <p>At least 10 data sets provided to interested parties</p> <p>At least 5 new businesses set up as a result</p>
<b>Objective 2.3 Sustainable Future</b>	<p>Provide support to businesses seeking to adopt sustainable business practices</p>	<p>Identify five business across five different sectors who have invested in carbon reduction and produce their stories and include on website and ENC newsletter</p>

**STRATEGIC OBJECTIVE THREE: GROW VISITOR NUMBERS AND VALUE TO NORTH CANTERBURY**

	<b>Performance Measure</b>	<b>Target</b>
<b>3.1 Deliver the Waimakariri Visitor Marketing Strategy</b>	Produce an annual business district promotion plan	Performance reported six monthly to Waimakariri District Council
<b>3.2 Be an enabler and facilitator of catalyst projects</b>	Understand and promote the desirable features of setting up a visitor business in North Canterbury	Provide data that will support investor interest in setting up a visitor attraction or accommodation  Write a minimum of 6 case studies on successful visitor businesses who have moved to North Canterbury and why

## The Board's Approach to Governance

The Board of Trustees is responsible for the overall corporate governance of ENC. The Trust Deed sets out the governance responsibilities of the Trustees. The Board guides and monitors management of the business and affairs of the Trust on behalf of the Councils to whom they are accountable. The Mayors of each of the Councils are Trustees, and the two CEO's are Advisory Trustees. The Board meets two monthly.

## The Accounting Policies

The Trust is a not-for-profit organisation. The Trust has adopted accounting policies that are consistent with the Financial Reporting Act 1993 and Financial Reporting Standards issued by the Institute of Chartered Accountants of New Zealand. The Trust has elected to apply the PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that the Trust does not have public accountability and has total annual expenses of less than \$2m.

## The Ratio of Consolidated Shareholders Funds to Total Assets

As at 30<sup>th</sup> June 2023 the Trust's Equity comprised 47% of total assets and 100% of net assets. Equity is defined as the sum of the amount of retained earnings and accumulated losses. Total assets are defined as the sum of the net book values of current assets and non-current assets as disclosed in the Trust's annual report.

## Distribution to Shareholders

The Trust's Equity is not distributed, but is held in reserve to fund the Trust's future economic development activities and Waimakariri District promotion activities as appropriate.

## Information to be Provided to Shareholders

Annually the Trust reports to the Councils, with the following matters being covered:

- Trust Directory
- Review of the Year's Activities
- Report against the Year's Performance Measures
- Statement of Financial Position
- Statement of Cashflows
- Statement of Financial Performance
- Statement of Movements in Equity
- Notes to the Accounts
- Auditor's Opinion

Half yearly reports are provided to Councils including a statement of income and expenditure for the period, and a report of achievements against the Trust's objectives.

The two Mayors and CEO attend Board meetings and receive bi-monthly management and financial reports. The Trust's Strategic Plan and the Annual Business Plan and Budget are made available to the two Councils following its approval by the ENC Board

## Procedures for Members to Acquire Shares

There is no means for Trustees to acquire shares.

## Compensation from Local Authorities

The Trust receives seed capital from the two District Councils to enable it to initiate its economic development activities. In addition ENC has a service contact with Waimakariri District for the provision of District Promotion services. The following table sets out the current level of funding and that projected for the next three years (excl. GST).

Local Authority	2024/25	2025/26	2026/27	Activity
Waimakariri District Council	\$270,990	\$TBA	\$TBA	Economic Development
Waimakariri District Council	\$487,880	\$TBA	\$TBA	District Promotion
Hurunui District Council	\$56,250	\$56,250	\$56,250	Economic Development

Council funding to be advised by through their Annual Plan processes.

If any other contracts are entered into between the Trust and any territorial or regional authority, payment of the contract price will be required from such contracting authority.

## Commercial Value of the Shareholders Investment

The commercial value of the shareholders' investment is the Trust's equity is \$565,056 at 30 June 2023 as stated in the annual report.

The Trust Deed requires that *"the capital and income of the Trust fund shall be applied only within New Zealand to meet the Objects of the Trust"*. On winding up all surplus assets are to be applied by the Councils to similar purposes as the Objects of the Trust. No reassessment of the Trust's commercial value is therefore proposed.

## Other Matters

The Trust has a contract with Waimakariri District Council for the provision of promotion services until 30 June 2024. The contract has a right for the trust to call for renewal of the contract for a further three years. The contract has a minimum annual level of funding specified (\$200,000) but provides for the Council to confirm a final level of funding each year as it approves the annual Promotion Business Plan, prior to the commencement of each year.