



**TOI EDA**  
Eastern Bay of Plenty Economic Development Agency

# WHAKAMOE TAU ANNUAL REPORT 2021/22



Whāia ngā huarahi i takahia e Toi.

Tukua mātou ki te para i ngā huarahi kairangatira hei kaupapa mō te whakaara i ngā hapori pakari.

I tēnei wā o te whakararu ā-ao o te KOWHEORI-19 me whai whakaaro tātou ki te aumangea o ō tātou hapori, me pēhea tonu tā tātou tiaki i a tātou anō, ā, me te pōhiri mai i ngā whānau kua hoki mai ki te ūkaipō!

Pursue the pathways taken by Toi.

Let us create pathways of excellence as a foundation to build thriving communities.

During this time of global COVID-19 disruption we need to reflect on how resilient our communities are, how we continue to look after each other and welcome those whānau who have come back home!






## Te whakatipu i ngā Kāinga Taurikura

### Creating Thriving Communities in the Eastern Bay



Eastern Bay of Plenty Economic Development Agency

toi-eda.co.nz  Toi EDA

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# TE TĪMATATANGA INTRODUCTION

## FROM THE CHIEF EXECUTIVE

I am pleased to present the Annual Report for the year ending 30 June 2022 (2021/22).

I would like to acknowledge the past team members who have departed during 2022. As a completely new team, we're embracing a huge number of opportunities throughout the region and look forward to reporting on our progress in the 2023 report. It is a fantastic time to join Toi EDA and support our local people to meet their aspiration's

Since starting in July 2022 I have been trying to meet as many people as possible so that I can ensure Toi EDA continues to support your mahi. There is already strong partnerships in place and I want to leverage that and build enduring relationships to support Toi EDA's strategy.

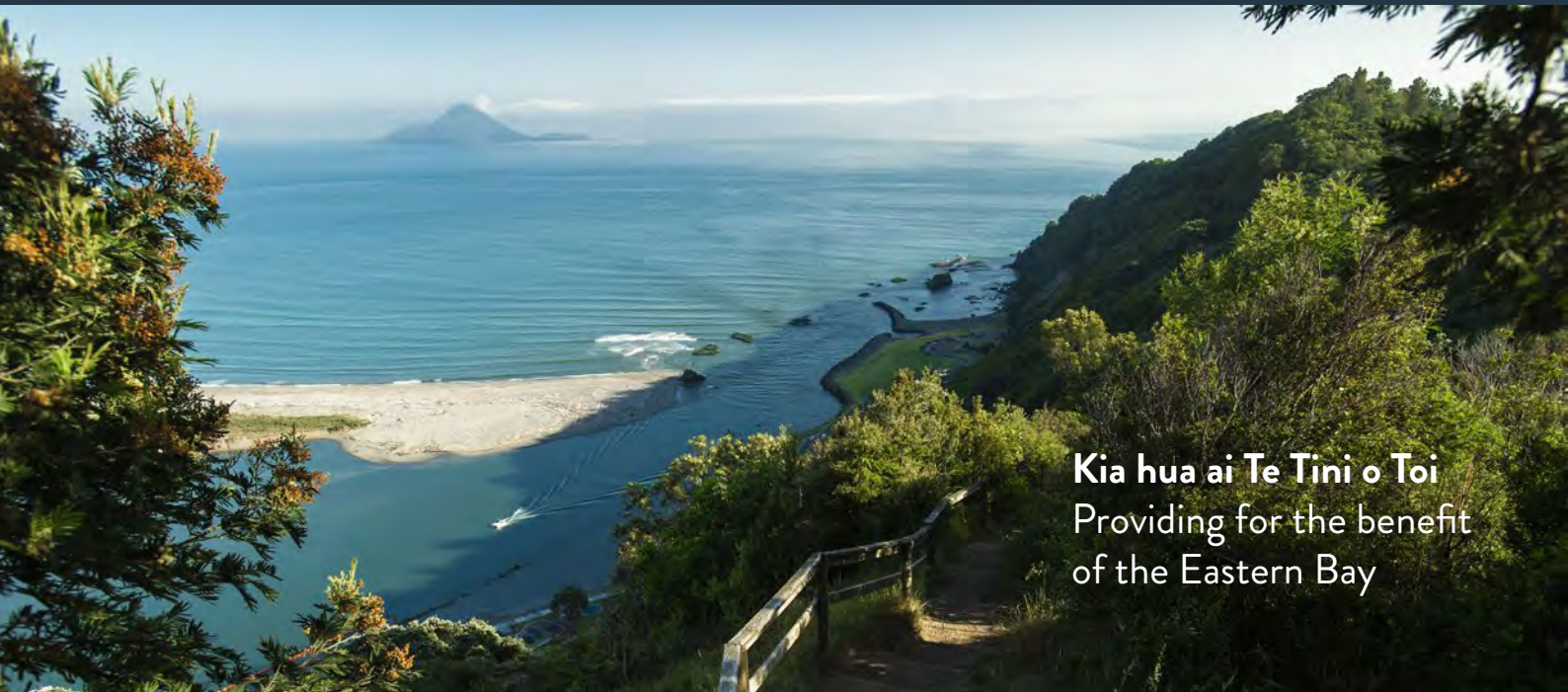
The three pillars of our strategy remain, (i) creating a winning brand for the Eastern Bay of Plenty, (ii) Delivering sustainable economic development for our rohe, and (iii) ensuring communities are thriving across the Eastern Bay.

I would like to acknowledge the existing partnerships with Iwi leaders, Mayors, District and Regional Councils, Business Leaders, Chamber of Commerce, MBIE, MSD, and Todd Foundation to name just a few, have all been very supportive of our work and I look forward to continuing that collaboration.

I would also like to thank the Toi EDA board for the support and direction they have been providing me as I set up. I look forward to working closely with the Toi EDA team to deliver amazing results that we are passionate about.

The Eastern Bay of Plenty team (a team of 50,000) has a lot to be proud of, however our work is not finished and there is a lot to deliver over the next 3-5 years. We look forward to continuing to support our partners to ensure next generations have more opportunities!

**Donna Perese**  
CHIEF EXECUTIVE OFFICER



**Kia hua ai Te Tini o Toi**  
Providing for the benefit  
of the Eastern Bay

# KO WAI RĀ, KO WAI RĀ!

## ABOUT TOI EDA

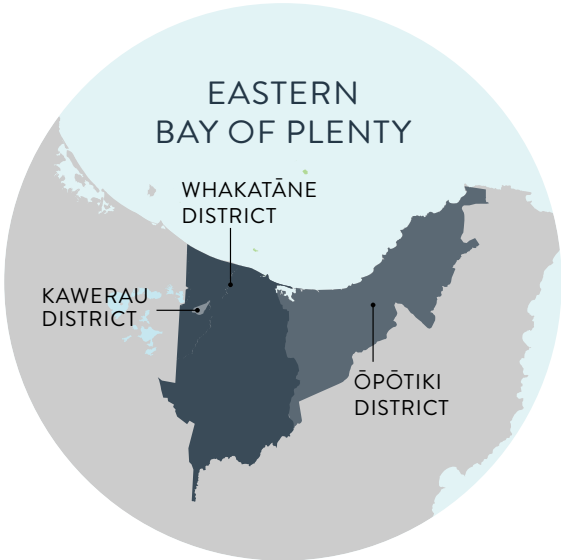
Toi EDA is the economic development agency for the Eastern Bay of Plenty, named in honour of the legacy of Toi, the legendary explorer.

The Eastern Bay of Plenty, made up of the Ōpōtiki, Whakatāne, and Kawerau Districts is a region of great promise based on its rich natural resources. Toi EDA works with the Mataatua waka descendants, three District Councils, and other local partners to ensure we deliver opportunities to create Thriving Communities.

He waingōhia noa tō mātou wawata – *he hanga i te anamata pai ake mō ngā whakatipuranga.* Our aspiration is simple – we will *create a better future for the next generations.*

By working with the District Councils as our core funders, Toi EDA has refined a highly focused strategy to deliver subregional benefits. In 2019 we developed a simple 3-pronged approach that we have continued to operate to.

1. Building a **Winning Brand** for the Eastern Bay of Plenty, creating hope for people that live here. The focus of 2021/22 has been to change the narrative and to create an environment of optimism that will bring our people home and attract investment.
2. To do this we will have a **Sustainable Economic Engine**, which has been largely driven by Central government investments by the Provincial Development Unit (now renamed Kānoa) into our four catalytic areas of aquaculture, high value horticulture, tourism and marine, and Kawerau Putauaki Industrial Development.
3. The final, and most important outcome for us, is the focus on creating **Thriving Communities** by building alliances that offer healthy and affordable homes, an empowered workforce, and digital infrastructure that connects the Eastern Bay to the world.



Our Trustees are leaders in our community and provide strong guidance and direction. The Trustees are most grateful to our supporters that have provided direct financial contributions during the past year, such as:

- Kawerau District Council
- Ōpōtiki District Council
- Whakatāne District Council
- Todd Foundation
- Ministry of Business, Innovation and Employment (MBIE)
- Bay of Plenty Regional Council
- Bay of Plenty Education Trust



CORE  
FUNDING  
PARTNERS



# Ō MĀTOU WHANONGA PONO

## OUR VALUES

Our namesake, Toi, has been the inspiration for not only the pioneering work that Toi EDA undertakes, but also the way that Toi EDA operates through our values.

While people and strategies may change over time – the way we will honour Toi, the great explorer and leader, through our values remains constant. His legacy is an inspiration to us all.



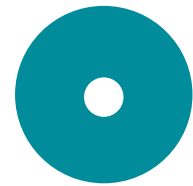
**Manaakitanga**  
Support for others



**Maramatanga**  
Knowledge



**Kaitiakitanga**  
Guardianship



**Whakaiti**  
Humility

## TOI

The ancestor Toi, has many names and versions of his voyages to early Aotearoa. The general view is he arrived in Aotearoa around 1350AD. This particular version cover the actions of Toi that are relevant to us here in Whakatāne.

This version starts with Toi and his wife Te Kuraimonoa living in a place called Oropōa at Rangiatea in Tahiti, according to historical accounts their grandsons, Whatonga and Rahui were racing canoes between the islands and did not make the return to Oropōa. Being concerned Toi and Te Kuraimonoa set out in search of them. It was during this search that Toi and Kuraimonoa arrived into Northland.

Upon their arrival, Te Kuraimonoa immediately went into labour. All the while, Toi had concerns over the paternity of the child his wife was carrying. However, upon the birth of his son, seeing his face looking back at him immediately alleviated his concerns. He wept in his embarrassment and relief, and in doing so, named his son after this Awa-nui-ā-rangi, the great river of tears from the sky.

Upon the birth of her child Te Kuraimonoa returned to Rangiatea, leaving Toi to continue on in his search for their grandchildren. He moves along the coast, naming Te Kakahoroa (long beach of kakaho), enters the Ōhinemataroa river, now known as Whakatāne, and climbs the escarpment reaching the top of the ridge. He is at his lowest, his wife and new son

have left him returning to Rangiatea, he has not found his grandsons, and he is physically exhausted, as a last gasp on life he raised his hands skyward for help – creating the name that still remains on the ridgeline Kāputerangi. His plea for help was answered by the early descendants of the area known as Te Hapuoneone who helped him establish the settlement of Kāputerangi.

Returning to Tahiti, Whatonga and Rahui eventually made it back to Oropōa to discover their grandparents had set off in search of them. Whatonga, his son Taraika and cousin Rauru immediately depart in search of his grandparents. They eventually re-unite with their grandfather in Kāputerangi and remain with him until he passes. Rauru moves off to the west coast of Taranaki and establishes the Nga Rauru tribes, and Whatonga and Taraika explore, and in particular give Wellington its original name Te Whanganui-a-tara – The Great Bay of Tara (Taraika).

Briefly, in applying the lessons of Toi in a modern day context we see connectivity with people and places increasing, along with a growing concern of the impact our actions have on the environment where providence is becoming increasingly more important. When this is applied to our region it quickly connects back to Toi and the lasting legacy his actions produced. Many Iwi and hapū claim heritage and whakapapa to Toi.

# TŪTAKI KI TE OHU – MEET THE TEAM

## TRUSTEES



Wiremu Doherty  
CHAIR



David Glover  
TRUSTEE



Tina Ngatai  
TRUSTEE



Charelle Stevenson  
TRUSTEE



Karilyn Te Riini  
TRUSTEE



Justin Ford-Robertson  
TRUSTEE

Special acknowledgements to Trustees Ray Sharp and John Galbraith who we farewelled this year, and welcome to our new Trustee Justin-Ford-Robertson

## OUR TEAM 2021/22



Karl Gradon  
GM STRATEGY



Ian Morton  
GM OPERATIONS



Andrew Watson  
MANAGER TE ARA HURINGA  
Ō PUPUWHARAU



Barbara MacLennan  
WORKFORCE  
DEVELOPMENT MANAGER



Lisa Baty  
OFFICE  
CO-ORDINATOR

Special acknowledgements to these staff members who were farewelled this year.

# PŪRONGO A TE HEAMANA

## CHAIRMANS REPORT

He tau makuru te tau mō te ohaoha o Te Moana o Toi ki te Rāwhiti, ā, i kaweā tonu e Toi EDA te hautūtanga ki te whakataui i ngā tūtuki waewae maha i runga i tōna ara.

This year has been one of exceptional performance by the Eastern Bay of Plenty economy, and one where Toi EDA has continued its leadership in addressing the many challenges that we have faced.

During 2021–2022 the country has had to cope with the impacts of COVID-19 within our community, where previously we had been sheltered from this with the strict border controls, Omicron changed this with community transmission detected in January 2022. Our health providers have been amazing and supported us through the last six months and it want to recognise the work they do to keep our communities safe every day!

For our key sectors in the Eastern Bay of Plenty this has meant that contingency planning has been initiated with businesses dealing with ongoing staff sickness and disruptions across their businesses, this has really challenged us and put business owners under a lot of pressure. In addition to this we have seen escalations between Russia and Ukraine which has impacted fuel prices, and as the rest of the world recovers from the impacts of COVID-19 we have seen inflation rise to record levels. Over the years we have faced volcanic eruptions, flooding and other natural disasters, it highlights to me how resilient we are in this community, and how well we come together in times of adversity.

However, even with these challenges our rohe continues to see strong performance across our primary sectors (Dairy, Forestry and horticulture), and we have seen a strong demand for domestic tourism. As a result the Eastern Bay of Plenty has out performed the rest of New Zealand, with 5-10% year on year growth even during this turbulent period.

There are still some challenges ahead, with impacts to material supply, recessions being signalled, inflation increasing and a lack of housing still impacting our communities.

Even with these challenges, the future is bright. The Provincial Growth Fund (PGF) investment continues and we are currently benefiting not only from the construction jobs for this key infrastructure, we are also seeing the impact of new manufacturing / processing facilities creating significant jobs. This 'once in a lifetime' planned infrastructure spend is forecast to continue over the next 2-3 years, and then once in place we need to ensure we maximise the value from this infrastructure. These are transformational times for our region!

I would like to sincerely thank the Mayors of the Kawerau, Ōpōtiki and Whakatāne District Councils, Bay of Plenty Regional Council, and our funding partners, such as Todd Foundation and MBIE, for their on-going support and direction.

To my fellow Trustees, this year we have farewelled John Galbraith and Ray Sharp, without their support Toi EDA would not be here today. I also want to acknowledge our current board members Charelle Stevenson, David Glover, Karilyn Te Rini, Tina Ngatai and Justin Ford-Robertson who bring a wealth of knowledge to the board table and are all passionate about driving better opportunities and outcomes for our future generations.

**Wiremu Doherty**  
TOI EDA CHAIR







# PŪRONGO A NGĀ KAIWHAHAERE MATUA

## GENERAL MANAGERS REPORT

Kia ora koutou.

What a year it has been in New Zealand, we have seen so much volatility and change locally, regionally, nationally and globally, even with this backdrop our region has seen some amazing growth, primarily due to strong primary production sectors (forestry, dairy and kiwifruit), a strong domestic tourism market and spend from the Provincial Growth Fund (PGF) Projects across our rohe.

In 2018 the EBOP came up with a strategic plan to target four key areas to try and secure as much PGF funding as we could. Since then the region has tirelessly targeted this investment with close collaboration between iwi, local government, central government and industry, and four years on we are tracking at PGF investment for the EBOP of approximately \$300M. We are seeing results from this catalytic investment, an example being the amazing Whakatōhea Mussel Processing Facility which opened in July 2020, now employing 191 people! This is only one of the many PGF investments into the Eastern Bay of Plenty, and each investment into key infrastructure will drive job creation for our people. In 2018 there was up to 4,000 additional jobs forecast from the PGF investment alone, so there is lots more to do across our rohe to ensure we maximise the value from these infrastructure investments!

We are stepping back from Toi EDA after being involved in regional economic development for the last three years. It has been an absolute privilege to work with our partners and customers with a clear focus on ensuring our future rangitahi have more opportunities than we have today! We have worked with so many talented people and made enduring friendships, it has been an amazing journey. We hand over to Donna and the team to pick up the baton and drive further growth for the Eastern Bay of Plenty, and we wish the team all the success for the future.

**Ian Morton**  
GENERAL MANAGER  
OPERATIONS

**Karl Gradon**  
GENERAL MANAGER  
STRATEGY

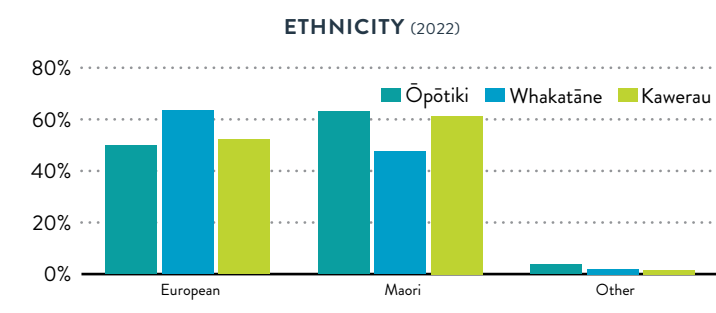
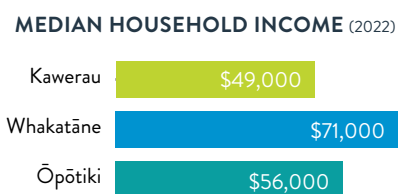
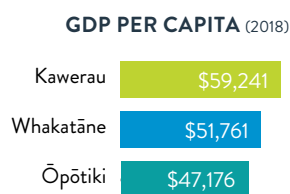
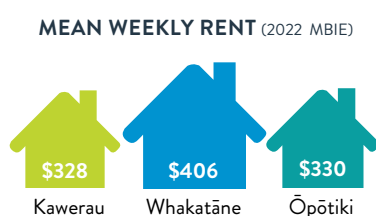
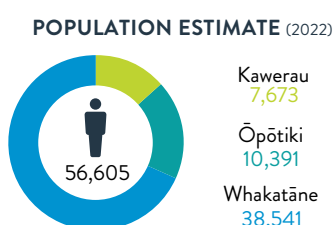
# HE TIROHANGA KI TE TAUPORI

## OUR PEOPLE AT A GLANCE

In the last year we have seen strong population growth for our rohe, both with whānau coming home, and also a strong demand for those living in our urban areas in New Zealand wanting to enjoy the lifestyle of the Eastern Bay of Plenty. This is encouraging, as we need skilled people to help grow our economy, however this is putting even more pressure on our housing issues.

This page provides an overview of the Eastern Bay of Plenty people and the key industries.

### SELECTION OF THE KEY ECONOMIC INDICATORS



### NGA IWI O TE ROHE

IWI	LOCATION
Ngāti Awa	Whakatāne, Rangitāiki
Tūhoe	Rūātoki, Ruatāhuna, Waimana, Waiohau
Te Whakatōhea	Ōpōtiki
Te Whānau a Apanui	Hāwai to Whangaparāoa
Ngāi Tai	Tōrere
Ngāti Whare	Te Whāiti
Ngāti Manawa	Murupara
Ngāti Tūwharetoa ki Kawerau	Kawerau
Ngāti Rangitīhi	Matatā

SOURCE: webrear.mbie.govt.nz  
SOURCE: 2018 census website

### KEY EMPLOYMENT INDUSTRIES IN THE EASTERN BAY OF PLENTY

- Timber processing (sawmills, pulp, paper)
- Forestry
- Kiwifruit
- Dairy
- Engineering / Manufacturing
- Tourism
- Aquaculture
- Education
- Health
- Construction

#### KAWERAU (2022)

321 businesses – 2,650 employees

INDUSTRY	EMPLOYEES
1 Manufacturing	1,150 (69%)
2 Construction	270 (16%)
3 Education & Training	250 (15%)

#### ŌPŌTIKI (2022)

1,077 businesses – 3,350 employees

INDUSTRY	EMPLOYEES
1 Agriculture, forestry and fishing	1,200 (55%)
2 Education and training	380 (18%)
3 Admin and support services	420 (19%)
4 Retail trade	170 (8%)

#### WHAKATĀNE (2022)

4,251 businesses – 14,200 employees

INDUSTRY	EMPLOYEES
1 Healthcare & Social assistance	2,000 (25%)
2 Agriculture, forestry and fishing	1,800 (22%)
3 Education & training	1,700 (31%)
4 Retail trade	1,500 (19%)
5 Manufacturing	1,100 (14%)



# TE PŪMAUTANGA, TE ARONGA ME NGĀ POU MATUA O TOI EDA'S COMMITMENT, FOCUS AND KEY PILLARS OF DELIVERY

E ū ana a Toi EDA ki te whanaketanga toitū, kauawhi hoki puta noa i tō tātou rohe. Toi EDA is committed to sustainable and inclusive growth across our region.

Our aspirations are enduring and become even more relevant during turbulent times. Our simple vision, to create a better future for the next generations, underpinned with values that embrace the pioneering attributes of our namesake, Toi, the great explorer.

## NGĀ POU MATUA – OUR KEY PILLARS

TOHU TOA  
A WINNING  
BRAND



HUARAHI WHAKATIPU RAWA  
SUSTAINABLE  
ECONOMIC DEVELOPMENT



KĀINGA ORA  
THRIVING  
COMMUNITIES





**Ka mārama te ia o ngā mahi,  
ka mārama te tuāpapa hai  
anga whakamua**

A clear purpose helps align an organisation and underpins its future direction

## TOHU TOA A WINNING BRAND

Over the past two years we have seen a large number of people migrating away from the main centres and choosing to live in the Eastern Bay, this has been supported with the expansion of the fibre network and new technologies such as Starlink which has meant that more people can work and learn remotely. Alongside this has been the shift for most organisations to allow more remote working, which has been forced upon us during the times of COVID-19 lockdowns and just become the norm. This is amazing for our region, and such a change to six years ago when a lot of people were forecasting the demise of our rural populations.

Currently with a tight labour market, there is a lot of competition to attract talent to support regional growth. This talent attraction is key to supporting our future aspirations, and it not only includes bringing new skilled people into the region, also ensuring rangitahi have the relevant skills and training for them to enter into the world of work and have robust career pathways.

Creating a Winning Brand for our region has been made easier this year with so many exceptional things happening in the Eastern Bay. Not only is this an incredibly vibrant place to live, but now it

is becoming an unbeatable place to invest. Our simple objective with this strategy is to create an environment of hope for our people. We want our young talent to stay in our rohe, be educated locally, and engage in the future workforce with great locally relevant training opportunities.

Securing the \$300M investment for key infrastructure from the PGF, with additional private investment across the Eastern Bay there are lots of opportunities for employment and investment in our rohe.

Toi EDA has recently progressed a project to create a strong brand for the Eastern Bay, that can help us support business and talent attraction, alongside helping raise the profile of our region, leveraging our competitive advantages. This work will continue through 2022/23 and fundamentally shape the way we support iwi and sectors to grow our region.

Over the last twelve months we have been revamping our website, sending out our quarterly pānui and preparing media releases and interviews to showcase how well we as a region are performing and highlighting the bright future we have ahead!

**Whāia te iti kahurangi – seek lofty goals**

# HUARAHI WHAKATIPU RAWA

## SUSTAINABLE ECONOMIC DEVELOPMENT



Throughout 2021/22 we have continued to secure funding for our rohe through the PGF, with government funding increased to \$341.4M, up from \$284.8M since this time last year. A significant amount of this additional funding has supported COVID-19 recovery and marae renovations have now been included in our overall funding. To date across the Eastern Bay we have spent approximately 60% of this funding, with still \$136.6M still to be spent for this government funding.

In addition to the government funding, there has been matched funding from PGF applicants and also there is significant investment outside the PGF with over 500 ha of kiwifruit being progressed in the Eastern Bay alone. This will result in a large number of jobs, not only in picking and packing, further investment into additional infrastructure such as pack houses and distribution networks will be required.

Our traditional primary sectors (dairy, sheep and beef and high value horticulture) has performed extremely well across our rohe, and aquaculture growth is expanding at a rapid pace – there is really strong demand for our amazing produce!

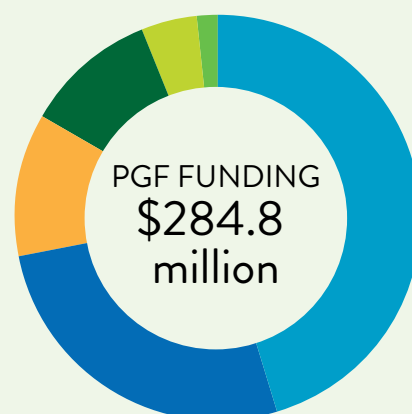
The manufacturing sectors are also performing well, with expansions to our boat building sector, and further investment into the Whakatāne Board Mill driving an increase in workforce. There are however some challenges with Kawerau having to deal with the closure of Norske and the impact of this, hopefully we will hear more about the future of that site over the next 12 months as sale of the land and buildings progress.

The Eastern Bay has been extremely lucky with the number of domestic tourists coming to visit our amazing region whilst there have been travel restrictions, this has strongly benefited our local retailers, we hope this continues even as the borders reopen fully.

Regular reporting on credit card spend re-enforce the positive stories we are hearing, with our region outperforming most of new Zealand and the world, it is great to see.

Some of our ongoing challenges include addressing our housing issues and attracting talent. These are not easy challenges to fix and will require a strong partnership approach to address these critical issues, we look forward to continue working with our partners to help address.

### FUNDING BREAKDOWN FROM PREVIOUS YEAR



- **Te Teko \$4.2m (1%)**  
- High Value Horticulture
- **Minginui/Murupara/Kaiangaroa \$13m (5%)**  
- Forestry / Town redevelopment
- **East Coast \$29.5m (10%)**  
- High Value Horticulture / Irrigation
- **Kawerau \$32.7m (11%)**  
- Industrial expansion / Distribution
- **Whakatāne \$76.4m (27%)**  
- CBD development / Marine
- **Ōpōtiki \$129m (45%)**  
- Aquaculture / CBD development

DATA SOURCE: growregions.govt.nz

*Note: these funds are provided to the project owners in various commercially sensitive agreements, and take different forms, such as equity, loans or other types of support. Further to these investments there has been significant investment in supporting infrastructure from COVID-19, Infrastructure Funds and other central and local government funding pools.*

## PARTNERSHIP AND APPROACH

E whakaea mai ana ngā tāhū kaupapa o te “Nā te rohe mā te rohe” hei tūhuranga i te taha o ngā hoa rangapū. “Local for local” themes are emerging that need to be investigated with partners.

Digital Connectivity has become an essential part of our lives. Connectivity brings the world to the Eastern Bay, and the Eastern Bay to the world. Great connectivity is our future.



### DIGITAL ACCESS

Our region significantly lags behind the rest of New Zealand with approximately 24% of houses having no internet access, compared to 14% nationally. Following the COVID-19 level 4 lockdown in March 2020, a collective group was formed to address the digital divide in the EBOP. Group members consisted of iwi leaders, social service providers, education providers, ministries and businesses. The group leveraging existing work by Te Aka Toitu and other initiatives in the Bay of Plenty identified three key barriers to digital access in the EBOP:

- Connectivity to the internet
- Access to devices and training
- Affordability

A proposal was tabled with central government in March 2021 and provides a comprehensive solution to affordable internet access to every home and business throughout our rohe.

Toi EDA continues to identify potential funding mechanisms that will help address this digital divide both with central government and other organisations.

### OTHER HIGHLIGHTS

- In 2021/22 Toi EDA were lucky enough to secure funding from Bay Trust to help us progress our mahi on improving digital connectivity. We are currently working with two iwi (Te Whānau-ā-Apanui and Ngati Rangitihī) to carry out stocktakes that will help us try and secure funding from central government to fund digital connectivity solutions for our rohe. This funding is to address the digital divide and provide internet for free for those who are at school, not in employment and those who cannot afford the monthly fees for the telco providers.
- The housing crisis continues to challenge us across New Zealand, with the lack of available housing stock and increasingly unaffordable homes. To make matters worse, new homes now cost 21% more than they did this time last year and there is also ongoing global material shortages, it is hard to see how this challenge will be addressed in the short term. We are however seeing additional housing stock coming onto the market due to the increase in interest rates, however we are not seeing a ‘downturn’ in prices, we are just not experiencing the huge property value increases that we have previously been experiencing. Toi EDA continues to work with our partners to support their spatial planning and investor attraction initiatives to ensure that housing stocks are created in the right place at the right time. With the challenges of climate change and little readily available land, this will take significant thought and a considered, locally led, approach.

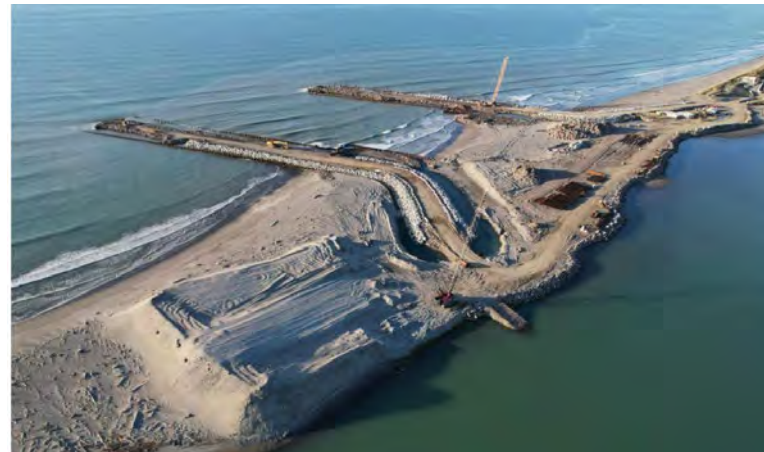
# NGĀ POU KŌKIRI E WHĀ HEI WHANAKETANGA OUR FOUR CATALYSTS FOR FUTURE GROWTH

With the resultant Provincial Growth Fund investments in our four targeted catalytic sectors of aquaculture, high value horticulture, Kawerau Putauaki Industrial Development, and tourism/marine, we are now seeing real momentum in our infrastructure builds.

## AQUACULTURE

Whakatōhea Mussel Processing Facility is now employing 191 FTE to process mussels not only from the sea development off Ōpōtiki, also to process mussels from the North and South Islands. This is an amazing result and a lot of hard effort to realise this phenomenal growth. In addition more crews are in the water with additional boat(s) planned to help support the sea farm development. Further along the coast in Te Kaha, Te Whānau-ā-Apanui have secured funding to build a mussel spat hatchery to support ongoing aquaculture development across New Zealand. Over 2021/22 Toi EDA and Bay of Connections (Regional EDA) have funded the Regional Aquaculture Organisation (RAO) to assess current aspirations from partners and stakeholders to ensure we are aligned and we can collectively secure more money to support this sector.

Development of the Ōpōtiki harbour groynes continue on track and this is expected to be completed by 2023 – this is one of the largest pieces of infrastructure to be funded by the PGF and it is amazing to see the visible progress that is being made.



## TOURISM / MARINE

In June 2022 a resource consent was granted for the proposed Whakatāne boat harbour, Te Rāhui Herenga Waka Whakatāne. Through 2022/23 work will progress onsite and the first boats can move in from 2025.

We continue to see strong performance from Extreme Boats, with their trailer boat business doing amazing, and the larger boats (Legacy) demand is really strong. As part of the proposal for the Whakatāne Boat Harbour, a training facility will be put in place by Ngāti Awa to help train local rangitahi to support ongoing marine development.





## KAWERAU PUTAUAKI INDUSTRIAL DEVELOPMENT

With the new industrial subdivision expansion, the Kawerau Putauaki Industrial Development, now nearing completion there is significant opportunity to leverage the abundance of clean geothermal energy, world leading industrial engineering expertise, and new emerging circular economy fibre and forest based opportunities, the town of Kawerau is poised for growth. The off road highway and container terminal are slated to begin construction in the coming year and this will further reduce not only the regions carbon footprint and road traffic pressures, but also bring new investment into the town as this inland port is directly connected to the global supply chains. As Kawerau builds momentum in the clean energy and circular economy space, significant opportunity is seen in green hydrogen, solar energy, biofuels and other high value sustainable sectors. Once again, Kawerau is leading the country in many of these areas.



## HIGH VALUE HORTICULTURE

Across the entire Eastern Bay we are fortunate to have and abundance of fertile lands. Two small irrigation schemes are being progressed in the East Coast at Raukokore and Te Kaha, this will allow for an additional 700–1150 hectares of irrigatable land along the coast.

Several significant Māori land trust have successfully begun developing lands into high value crops, such as kiwifruit, berries and macadamias, with other land uses being identified.

Private investment in kiwifruit is still significant with up to 500 hectares planned across the Eastern Bay. Based on all this investment, future analysis into relevant infrastructure investment and resources to support this growing industry will be required.

**Tūngia te ururua kia tipu whakaritorito ai**  
Set fire to the scrub that the flax plants may shoot forth young evergreen shoots.

Meaning: Clear off the old so that the new may grow vigorously.





Me whakarite huarahi ki a eke ai ngā tumanako, mahi hoki mo ngā reanga kai te tipu ake

We need to ensure generations have better opportunities and outcomes

## KĀINGA ORA THRIVING COMMUNITIES

In the EBOP we are facing the prospect of an economic boom and we are hoping to ensure that the benefits of this surge permeate our entire community.

The Toi EDA strategy to address this has been to find gaps in the existing support frameworks and target these, rather than duplicate existing resources. Toi EDA works at the local level to help grass roots initiatives to secure support from different agencies. Three main areas of focus have been identified to ensure our resources are well allocated. The first is to create an empowered workforce that has the skills and capability to meet the current and future needs of our region. The second is to create a subregional housing group that addresses the challenges in housing affordability and quality as we face unprecedented population growth. The third is to ensure that the subregion has fit for purpose infrastructure, such as digital connectivity, roading and other networks. The infrastructure focus in the 2021/22 COVID-19 world has been ensuring that our regional needs for digital connectivity are met.

### WORKFORCE

Curate partnerships and support activities that:

- Connect rangatahi, education and the world of work
- Improve EBOP rates of Class 1 Driver Licensing particularly among under 30s
- Increase access to Commercial Driver and Operator Training suited to our businesses and industries
- Connect key EBOP Workforce Action stakeholders to advocate, and innovate workforce attraction and development strategies
- Inform the BOP Regional Skills Leadership Group to ensure equity and relevance of tertiary investment in EBOP

#### Key activities include:

- LinkUp
- Careers Expos
- Class 1 Driver Licensing
- Commercial Driver and Operator Training
- EBOP Workforce Action Group leadership
- Regional Skills Leadership Group

### HOUSING

Build partnerships that will:

- Encourage the supply of residential land for new developments in the right location based on local community needs
- Accelerate the development of immediate housing stocks by working with developers and the building sector
- Connect like-minded organisations that are working to improve the standard of housing in the region
- Improve the funding for Māori Trust owned housing developments

### DIGITAL INFRASTRUCTURE

- Ensure that Digital connectivity is made available, and is affordable and accessible, to all of the EBOP

## LINK UP EASTERN BAY OF PLENTY

Toi EDA's LinkUp programme was established in 2017 and aims to raise awareness about Eastern Bay jobs and careers and help educators, trainers and youth focussed workforce development providers connect better connect our local rangatahi and young people the world of work. COVID-19 has been a major disruptor for our school and training partners for a further year.



### EBOP CAREER EXPO 2022

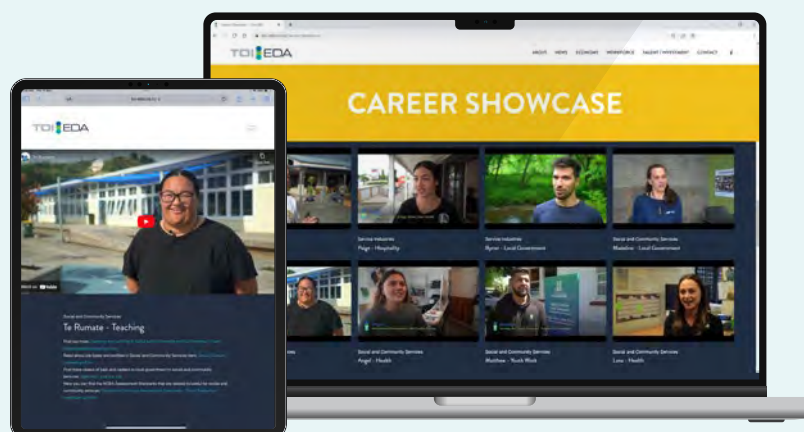
There was high interest and engagement at our stall again this year, which had a focus on driving and logistics, and the diversity of Eastern Bay jobs and careers. Students actively participated in surveys about their plans, and about Class 1 driver licencing, and there was also high participation in a word processing speed test which was won by a student with special abilities for speed and accuracy.

Nearly a thousand senior Eastern Bay of Plenty school students came through the Expo which featured businesses involved in our largest employing industries including farming, horticulture and aquaculture, manufacturing industries, education and training, and health care and social assistance.

## OUR EASTERN BAY OF PLENTY CAREERS SHOWCASE KEEP GROWING!

Highlights this year included building our library of video clips to feature Eastern Bay young people in different primary industry, administration, creative arts and teaching jobs. With a total of 34 videos across the vocational pathways we're now enhancing the library as a teaching and learning resource, with more links and details about each of the jobs, and subjects relevant to each.

[toi-eda.co.nz/career-showcase](http://toi-eda.co.nz/career-showcase)



## 2022 EBOP YOUTH SURVEY

We were keen to find out whether prolonged COVID had impacted senior student intentions and confidence to achieve their study and work goals post school. Over 300 students responded, which is around 10% of the EBOP student population. From the response overall, it appears that at mid year, by far the majority are somewhat, very or extremely confident about achieving their study and work goals after finishing school.

Around 20% of EBOP students enrol annually in university courses after finishing school. However, as in previous years, well over double that percentage of students said that's their intention.

In terms of student interest in pursuing careers in our Eastern Bay of Plenty industries that employ most people, there was a shift away from primary industries which had ranked third in 2021. This year that ranking had dropped to seventh. Our second biggest employing sector is manufacturing, which again ranked thirteenth in student interests for more information. In 2022-2023 we'll be supporting new partnerships with industry to raise awareness of these industries at all levels of schooling.

### KEY STATISTICS:

**370** respondents mostly Year 11–13 students

**47%** said they **planned to enrol in a university course** after finishing school

**91%** **confident in achieving their study/work goals** after finishing school

Toi EDA acknowledges both the Todd Foundation and the Bay of Plenty Education Trust for their investments in Toi EDA's Workforce activities.



**Ma te mahi tahi, ka tipu te mauri ora, hai toha ki a ora ngā kainga**

By working together, we will create a Thriving Community where we all share in the value created

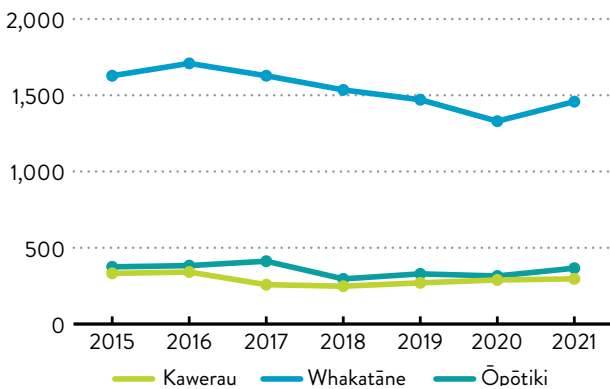
# CLASS 1 DRIVER LICENCING

## EXTENDING OUR FOCUS ON CLASS 1 DRIVER LICENCING

We're pleased to see more national media attention about the urgent need for improvements to the Class 1 driver licencing system, and acknowledgment of the barriers communities like Eastern Bay of Plenty are facing. A drivers licence is a necessity in communities poorly served by public transport, and is a core requirement for most jobs. Our national network Driving Change is doing a good job advocating for substantive improvements to the system, and capacity.

This year we've continued to support and help innovate practical locally-led systems. We're delighted to see a slight upswing in numbers achieving all levels of licences in Eastern Bay of Plenty this year.

### CAR LICENCES GRANTED - EASTERN BAY



## COMMUNITY DRIVER LICENCING PROGRAMMES

Five years ago Toi EDA helped to establish Ōpōtiki's Community Driver Mentoring Programme which is co-ordinated by Ōpōtiki District Council and delivered by Eastbay REAP. This year the programme helped another 75 young people gain their restricted or full licences. While Toi EDA isn't currently funding the programme it's great to see a community based system operating well.

We're working with multiple partners in Kawerau to explore the establishment of a co-ordinated, locally-led system there, to ensure resources available are maximised, and that all local people can upskill.

## TOI EDA SUPPORTING SCHOOL-LED INNOVATION

Despite COVID-19, Ōpōtiki College's Drive to Thrive Programme supported 30 to gain their Learners, 10 gain their Restricted and two to gain their Full Licence during the past year.

Tarawera High School's "Drive Kawerau" programme is in it's fifth year and is funded by the Lion Foundation. This year, Toi EDA has supported the programme this year by funding Defensive Driving programmes to help school students accelerate towards their Full licences. We've also supported the programme for Trident and Whakatāne High Schools and are working with Ōpōtiki and Edgecumbe College towards providing the same support.



# A WORKFORCE DEVELOPMENT BACKBONE

## TRENDS AND INFORMATION

This year Toi EDA hosted forums with Infometrics across the region, to help keep our stakeholders informed about growth, opportunities, and likely barriers. We've continued to track indicators like the weekly card spend in our region. Thanks to our relatively buoyant primary industries, and provincial development investments, our cumulative spend has been nearly 10% above the national trend since February 2020 and the onset of COVID-19. This has reflected in a tight labour market and continued upswing in confidence, with many employers taking on young people and apprentices.

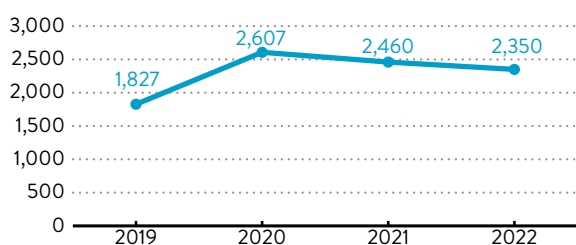
Our monitoring programme tracks a range of indicators: [toi-eda.co.nz/trends-information](https://toi-eda.co.nz/trends-information)

We've continued to monitor MSD's Work Ready Job seeker monthly and quarterly statistics, which currently reveal a very slow downward trend post the COVID-19 peak. We have not yet achieved pre-COVID levels and are far above the lows of 2017.

## JOB SEEKER WORK READY TREND FOR EASTERN BAY OF PLENTY

We updated our annual labour supply report and noticed the accelerating trend of Eastern Bay young people leaving school before age 17 and note the enormous opportunity for more school-industry innovation to partner around students achieving education qualifications in workplace settings.

### TREND TO JUNE 2022



## CONVENING EBOP WORKFORCE STRATEGY AND ACTION

Over the past year our Eastern Bay of Plenty Workforce Action Network has actively contributed to the tertiary education reforms via the Bay of Plenty Regional Skills Leadership Group which recently released its first Plan. Karl Gradon, at that time a General Manager of Toi EDA, represented us on the Group.

## EVALUATING SYSTEMS CHANGE – YOUTH TO EMPLOYMENT

The Todd Foundation has been a significant funder of Toi EDA's workforce backbone role, and youth to employment effort. In March they published their synthesis report, prepared by evaluators who had walked alongside the five organisations, including Toi EDA, being supported over a five year period. Key findings the evaluation points to are the need for Youth to Employment initiatives to be system focussed and include:

- Genuine, diverse community ownership and leadership
- Collective and system focused solutions
- Supporting youth to be work ready (hard skills, soft skills, readiness)
- Employer Engagement
- Innovation behaviour (at the edge, social enterprise, innovation)
- Shifting from a competitive mindset to a collaborative one
- Rangatahi leadership and innovation
- Supporting functions and processes
- Backbone function required for community-led change

Visit [toddfoundation.org.nz](https://toddfoundation.org.nz) to read:

- [Todd Foundation's CE thought provoking blog: Reflections on Funding Youth Employment](#)
- [Toi EDA - The Todd Foundation Youth to Employment Collaboration Case Study](#)
- [The Todd Foundation Y2E: Synthesis report](#)

## DRIVER OPERATOR TRAINING PROGRAMME (DOT)

The shift from Te Ara Huringa o Pupuwharau centre to DOT – Driver Operator Training Programme

The aim of the DOT programme is to provide access to driver training in freight, logistics and civil construction. *The original PGF funding expired at the end of June 2021. All KPIs were achieved during the initial period, and there were funds left over from the original funding. Toi EDA submitted a request for, and was granted, an extension to allow them to use the surplus to achieve additional results through a regional delivery model.* The funding received from MBIE (Kānoa) encourages us to focus on people of the Eastern Bay who are not currently unemployed or looking to upskill to gain skills to enter employment as Drivers or machine operators across all sectors within the Eastern Bay of Plenty.

With the end of lease on Te Ara Huringa o Pupuwharau in Kawerau, and requests from across the region for localised training, we embarked on a new model of delivery where the courses are taken to the region. The shift to localised training has changed the approach to networks and how to re-work the wheel. We continue to work with iwi, schools, employers, training partners and support services across the region to deliver training. We also reach out and promote via our social media platform which receives many inquiries from people between jobs or looking to upskill.

There has been emphasis on the delivery of Class 2 licences due to the need for more drivers in the region. We developed and run the Class 2 learner licence, half-day onsite and three 1-hour online courses that take the students through the theory needed to pass the NZTA Class 2 learner licence test. The Class 2 full is then delivered via licencing agencies. This focus got Class 2 courses moving with five successful students per monthly course. Red light restrictions delayed training but we used this time to build contacts across the rohe and promote the benefits of training to schools. We look forward to the results of this work, all KPI's for Class 2 licences have been met and we have added to the pool of truck drivers.

The shorter courses have been popular providing more work ready people therefore promoting Wheels, Tracks and Roller and Forklift courses with industry struggling to find suitable employees. It was a pleasure to be part of helping

Ōpōtiki college reaching the target of 80 percent of year 12 and 13 students gaining their forklift OSH licences in 2022.

Better resources are opening up with Vertical Horizonz now having access to a training site in Whakatāne (Tracks), PJ Licencing also have a training site in Edgcumbe (Crossroads) and Industrial Symbiosis Kawerau premises help immensely with training delivery which can also be taken to remote areas. We predict the numbers to rise and KPI's to be met and/or exceeded by the end of the year.

Studies suggest that there are still a lot of the community who don't have a car licence even though it is a requirement for many jobs. We have seen a huge uptake of the defensive driving in schools, running these around midyear has timed well with the school year as many of the students are of age and have just passed their restricted licence and are looking to get their full licence before school is out. In early 2022 the Defensive Driving Course (DDC) via Marylou's Driving School was utilised well by Whakatāne high schools, this was an initiative to get the number of Class 1 holders lifted in the Eastern Bay. This greatly improves their chance of employment once they leave school and gives more opportunities for them to move forward with further licencing. To date we have helped 80 college students fast track their drivers licence via defensive driving courses. Marylou has stated that the Toi EDA funded DDC students from early 2022 are now reaching their full Class 1 licences slashing restricted and learner licence time, she said there is no way many of these families would have got there had this funding not been available.

Moving forward we would like the focus of DDC and short courses to be spread wider across the Eastern Bay of Plenty schools and communities. Lastly with an extension to continue this contract until December 2022, we would like to say NGĀ MIHI NUI to MBIE (Kānoa) and we will continue to put more licenced drivers in seats and jobs this is the ultimate goal striving to strengthen communities, iwi and whānau within the Eastern Bay of Plenty.



## TAHA PŪTEA - FINANCIALS

These financial statements should be read in conjunction with the notes to the financial statements and accompanying audit report.

### Toi Economic Development Agency Trust – Statement of Financial Performance for the year ended 30 June 2022

2020/21 \$		Notes	Budget \$	2021/22 \$
<b>REVENUE</b>				
Donations fundraising and other similar revenue:				
46,533	Workforce project management		-	15,000
51,796	LinkUp		70,000	31,458
62,772	Driver Licences		55,000	10,360
154,374	Driver Training		147,100	106,946
-	Housing		-	5,561
317,000	Fees, subscriptions and other revenue from members	1	312,000	322,000
-	Interest, dividends and other investment revenue		-	126
2,929	Other revenue		-	-
<b>635,404</b>	<b>TOTAL INCOME</b>		<b>584,100</b>	<b>491,450</b>
<b>EXPENSES</b>				
240,199	Volunteer and employee/contractor related costs	2	113,000	206,948
325,310	Costs related to providing services	3	499,875	215,484
27,829	Other expenses	4	11,225	48,492
<b>593,339</b>	<b>TOTAL EXPENSES</b>		<b>624,100</b>	<b>470,923</b>
<b>42,065</b>	<b>SURPLUS/(DEFICIT) FOR YEAR</b>		<b>(40,000)</b>	<b>20,527</b>

## Statement of Financial Position as at 30 June 2022

2020/21 \$		Notes	Budget	2021/22 \$
<b>ASSETS</b>				
<b>Current Assets</b>				
435,522	Bank accounts and cash	5		516,782
98,368	Debtors and prepayments	6		91,062
40,188	Other current assets (GST)			30,192
<b>574,078</b>	<b>Total current assets</b>			<b>638,036</b>
<b>Non Current Assets</b>				
	- Property, Plant & Equipment			-
<b>574,078</b>	<b>TOTAL ASSETS</b>			<b>638,036</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
76,703	Creditors and accrued expenses	7		86,010
317,919	Unused donations and grants with conditions	8		352,043
	Other current liabilities - GST			
<b>394,622</b>	<b>Total Current Liabilities</b>			<b>438,053</b>
<b>Non current liabilities</b>				
	- Other non current liabilities			
<b>394,622</b>	<b>TOTAL LIABILITIES</b>			<b>438,053</b>
<b>179,456</b>	<b>TOTAL ASSETS LESS TOTAL LIABILITIES (NET ASSETS)</b>			<b>199,984</b>
<b>ACCUMULATED FUNDS</b>				
	- Capital contributed by members			
179,456	Accumulated surpluses/(deficits)			199,984
<b>179,456</b>	<b>TOTAL ACCUMULATED FUNDS</b>			<b>199,984</b>



## Statement of Cashflow for the year ended 30 June 2022

2020/21 \$	Notes	Budget	2021/22 \$
<b>CASHFLOW FROM OPERATING ACTIVITIES</b>			
<b>Cash was received from:</b>			
413,009	Donations fundraising and other similar receipts		203,449
242,930	Fees, subscriptions and other receipts from members		322,000
2,929	Receipts from providing services		9,103
-	Interest, dividends and other investment receipts		126
(12,216)	Net GST		9,996
<b>Cash was applied to:</b>			
(584,972)	Payments to suppliers and employees		(463,412)
-	Donations		
<b>61,680</b>	<b>NET CASHFLOW FROM OPERATING ACTIVITIES</b>		<b>81,260</b>
-	Net cashflow from investing and financing activities		-
<b>61,680</b>	<b>Net increase/(decrease) in cash</b>		<b>81,260</b>
373,842	<b>Opening cash</b>		435,522
435,522	<b>Closing cash</b>		516,782
This is represented by:			
<b>435,522</b>	<b>BANK ACCOUNT</b>		<b>516,782</b>

## Statement of Accounting Policies

### Basis of Preparation

Toi Economic development Agency Trust has elected to apply public benefit entity simple format reporting - accrual (not-for-profit) on the basis that it does not have public accountability and has total annual expenses of less than \$2,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The performance report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

### Goods and Services Tax

All amounts are recorded exclusive of GST except debtors and creditors which are stated inclusive of GST.

### Bank accounts and cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances.

### Tier 2 PBE Accounting Standards applied

The trust has not adopted any tier 2 PBE accounting standards in the preparation of these accounts.

### Changes in accounting policies

There has been no changes in accounting policies during the financial year.

## Notes to the Performance Report

2020/21 \$	Notes to the Performance Report	2021/22 \$
	<b>REVENUE</b>	
	<b>Note 1 Analysis of fees, subscription and other revenue from members:</b>	
211,000	Whakatāne District Council	211,000
25,000	Kawerau District Council	25,000
46,000	Ōpōtiki District Council	56,000
35,000	Bay of Plenty Regional Council	30,000
<b>317,000</b>	<b>Total</b>	<b>322,000</b>
	<b>EXPENDITURE</b>	
	<b>Note 2 Volunteer and employee/contractor related costs:</b>	
235,482	Contractor/Information costs	204,140
4,259	Trustee fees	2,202
458	Trustee expenses	606
<b>240,199</b>	<b>Total</b>	<b>206,948</b>
	<b>Note 3 Costs related to providing services:</b>	
	Attracting Investment	26,125
	Housing / Transport Sustainability	5,561
	Engaged Stakeholders	2,860
109,305	Workforce Project Management	27,005
52,032	Career LinkUp	31,458
	Driver Licence	10,360
154,374	Youth to Employment	106,945
9,600	Work Ready Programme	5,170
<b>325,310</b>	<b>Total</b>	<b>215,484</b>
	<b>Note 4 Other expenses:</b>	
	Advertising	2,852
2,752	Audit Fees	88
60	Bank Fees	26,400
5,994	Printing & Stationery (incl Photocopying)	12,486
1,259	Catering & Venue Hire	1,945
13,460	Sundry	1,598
-	Recoverable Expenses	-
2,544	Insurance	2,546
1,760	Subscriptions	178
<b>27,829</b>	<b>Total</b>	<b>48,092</b>

2020/21 \$	Notes to the Performance Report		2021/22 \$
		<b>ASSETS AND LIABILITIES</b>	
	<b>Note 5</b>	<b>Bank accounts and cash:</b>	
435,230		Cheque account	516,782
292		Less unrepresented cheques	-
		Serious saver account	292
-		Term investments	-
<b>435,522</b>		<b>Total</b>	<b>517,074</b>
	<b>Note 6</b>	<b>Debtors and prepayments:</b>	
96,602		Sundry debtors	87,499
1,766		Prepayments	3,563
<b>98,368</b>		<b>Total</b>	<b>91,062</b>
	<b>Note 7</b>	<b>Creditors and accrued expenses:</b>	
73,503		Creditors	82,810
3,200		Accrued expenses	3,200
<b>76,703</b>		<b>Total</b>	<b>86,010</b>
	<b>Note 8</b>	<b>Unused donations and grants with conditions:</b>	
<b>25,723</b>		Todd Foundation - Career LinkUp	-
-		BOP Education - Career LinkUp	<b>29,265</b>
21,750		Todd Foundation - Driver Licences	11,390
270,446		MBIE - Operator licence	216,949
		BOP Community Trust	94,439
<b>317,919</b>		<b>Total</b>	<b>352,043</b>
	<b>Note 9</b>	<b>Accumulated Funds</b>	
137,391		<b>Opening Balance</b>	179,456
42,065		<b>Surplus/(Deficit) for Year</b>	20,527
179,456		<b>Closing Balance</b>	199,984
	<b>Note 9</b>	<b>Contingent Liabilities</b>	
		There are no contingent liabilities at 30 June 2022 (2021: Nil)	
	<b>Note 11</b>	<b>Related Party Transactions</b>	
		The Whakatāne District, Ōpōtiki District, Kawerau District and Bay of Plenty Regional Councils are all stakeholders in Toi EDA and all have funded it during the year. This funding is recorded in the Statement of Financial Performance, and all transactions are at arms length.	
4,259		Trustee Fees Paid	2,202

# PŪRONGO A NGĀ KAITĀTARI MOTUHAKE

## INDEPENDENT AUDITORS REPORT

### OPINION

We have audited the accompanying performance report of EBOP Regional Economic Development Trust on pages 23-27, which comprises the statement of financial performance, statement of cash flows for the year ended 30 June 2022, the statement of financial position as at 30 June 2022, the statement of accounting policies and other explanatory information.

In our opinion the performance report on pages 23-27 presents fairly, in all material respects the financial position of EBOP Regional Economic Development Trust as at 30 June 2022, and its financial performance, and cash flows for the year then ended in accordance with Public Benefit entity Simple Format Reporting – Accrual (Not-For-Profit).

### BASIS FOR OPINION

We conducted our audit of the statement of financial performance, statement of financial position, statement of cash flows, statement of accounting policies and notes to the performance report in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)), and the audit of the entity information and statement of service performance in accordance with the International Standard on Assurance Engagements (New Zealand) ISAE (NZ) 3000 (Revised). Our responsibilities under those standards are further described in the Auditors Responsibilities for the Audit of the Performance Report section of our report.

We are independent of EBOP Regional Economic Development Trust. in accordance with Professional and Ethical Standard 1 (Revised) Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, EBOP Regional Economic Development Trust.

### OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the entity information and statement of service performance but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If based, on the work we have performed, 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.

## TRUSTEES RESPONSIBILITY FOR THE PERFORMANCE REPORT

The Trustees are responsible for the preparation of financial statements in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit), and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. Cookson Forbes & Associates In preparing the performance report, the Trustees are responsible on behalf of the entity for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

## AUDITORS RESPONSIBILITIES FOR THE AUDIT OF THE PERFORMANCE REPORT

Our objectives are to obtain reasonable assurance about whether the performance report is 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 conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance report.

As part of an audit in accordance with ISAs (NZ), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the performance report, 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.
- 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 entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Trustees and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors report to the related disclosures in the performance report 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 auditors report. However, future events or conditions may cause the entity to cease to continue as a going concern.

We communicate with the Trustees 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.

Cookson Forbes & Associates  
Chartered Accountants  
96 Waioweka Road  
Ōpōtiki

14 November 2022

**CooksonForbes**  
COOKSON FORBES & ASSOCIATES LTD



# ARONGA ANAMATA

## FORWARD THINKING AND FUTURE FOCUS

Ko tā mātou aronga mātāmua mō te tau kei mua, ko te whakatipu haere i ngā hononga o nāianeī, ko te whakapakari i ngā kaupapa mahi tahi ki ngā hoa pakihi, me te whakahāngai i te whakaaro ki ō ō mātou hapori me ōna iwi, mā te te whakatōpū mai i te katoa i runga i te huarahi kotahi.

Our overriding focus for the year ahead will be building on existing relationships, strong collaboration with business partners and a shared understanding of our community and its people, by bringing everyone on the journey together.

We are committed to building on the work already underway and increasing our involvement in the following areas:

### TOHU TOA A WINNING BRAND

- Deepen our partnerships across the region
- Change the narrative to one of hope with a diverse communications approach
- Focus on attracting talent and investments that support the economic and community strategies
- Develop and communicate updates on key economic development projects in the EBOP

### HUARAHĪ WHAKATĪPU RAWA SUSTAINABLE ECONOMIC DEVELOPMENT

- Increased key sector focus support
- Support the programme of COVID-19, Provincial Growth Fund and private investments
- Collaborate with central government to ensure the Eastern Bay of Plenty's needs are met
- Facilitate Regional Growth Leadership Group (RGLG) hui and foster intra-sector communications and alignment

### KĀINGA ORA THRIVING COMMUNITIES

#### WORKFORCE

- Refine the Driver Operator Training Centre model to deliver across the region
- Class 1 licensing accessibility
- School Link Ups
- Input into the Regional Skills Leadership Group on what skills are needed in our region
- Foster connections across the Eastern Bay of Plenty locally led workforce development programmes
- Provide a clear view of the pipeline of skills needed across the region to meet future sector growth

#### DIGITAL CONNECTIVITY

- Seek funding to deliver against existing proposal: Digital access for every home and business across the EBOP
- Work with local communities to deliver improved digital access

#### HOUSING

- Introduce developers to the regional to support housing developments
- Support spatial planning input as required

Ina rā he nui taumahatanga  
Inā noa he nui whakarirā  
Kua rere te manu i te rā  
Kua tau kai te rua  
Ka tō he rā ka rere anō he rā  
Hei te tau tītoki



The challenges were especially heavy  
The solutions were exceedingly vigorous  
The bird in the sky (sun) departs  
And returns to its abode  
As a sun sets, another will rise  
The tītoki will be fruitful again

To subscribe to our newsletter  
visit [toi-eda.co.nz](http://toi-eda.co.nz)





Eastern Bay of Plenty Economic Development Agency

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