



# **ATTACHMENTS**

**City Delivery Committee meeting  
Separate Attachments 1**

**Monday, 10 March 2025**



# Table of Contents

---

8.1	Priority One Annual Report 2023/2024	
	Attachment 1 Priority-One-Annual-Report 2023/24.....	4
8.4	Links Avenue Proposal to Conclude the Trial	
	Attachment 1 Attachment 1 Journey travel time and traffic count data.....	44
	Attachment 2 Attachment 2 Links Avenue submissions.....	46
8.5	Mainstreets' Monitoring Report for the Period 1 July to 31 December 2024	
	Attachment 1 Papamoa Unlimited six monthly monitoring report July - December 2024.	69
	Attachment 2 Greerton Business Association six monthly monitoring report July - December 2024.....	80
	Attachment 3 Mainstreet Tauranga six monthly monitoring report July - December 2024.....	87
	Attachment 4 Mount Business Association six monthly monitoring report July - December 2024.....	95
8.7	Six Monthly Treasury Strategy Update	
	Attachment 1 Treasury Policy.....	106
	Attachment 2 Compliance with LGFA Financial Covenants - June 2024.....	127
8.9	Six-Monthly Non-Financial Performance Report 2024/25	
	Attachment 1 Non-financial Performance Six-monthly Report 2024-25 .....	130
8.11	Annual Residents Survey - Wave Two Results	
	Attachment 1 Annual Residents Survey 2024_25 - Wave 2 - Performance Report.....	173



Priority One  
Tauranga  
Moana

**PRIORITY ONE  
WESTERN BAY OF PLENTY  
INCORPORATED**

Annual Report 2023/24  
*Te Pūrongo ā-Tau*

---



## OUR VISION

# TAURANGA MOANA 2050

Tauranga Moana will be a vibrant, green-led region, with a thriving economy and natural geographical resources that provide residents with a healthy, balanced lifestyle. Knowledge-led, export businesses will thrive, leading to opportunities for all. The region will attract and retain top talent through an unbeatable lifestyle, collaborative leadership and meaningful partnerships, including with mana whenua.

## TE PAI ME TE WHAI RAWA O TAURANGA MOANA KI TE AO

The prosperity and splendour of Tauranga Moana to the world

## OUR PURPOSE

### Creating an innovative, higher value and more productive economy

Through support of innovative businesses and people and by positioning for a future economy.

### Skills and education pathways

Enabling a higher skilled workforce and better employment outcomes for our community, leaving no-one behind.

### Creating a prosperous and sustainable region

### Smart business, talent and investment attraction

Encouraging growth and attraction of those that improve the quality of our economy.

### Creating the conditions for business success

Through long term planning, championing business success and enacting Tauranga Moana's 'DNA'.

Priority One is supported by businesses  
and the following strategic partners:



## CONTENTS

*Ngā Rārangi Upoko*

### 01

#### CHAIR REPORT

*Tā te tiamana pūrongo*

### 03

#### CEO REPORT

*Tā te tumuaki pūrongo*

### 05

#### WESTERN BAY OF PLENTY METRICS 2023

*Ngā ngahuru ohaoha o Te Tai Hauāuru  
o te Moana o Toi*

### 08

#### ACHIEVEMENTS

*Ngā paetae*

### 14

#### WORTHY MENTIONS

*Ngā kōrero whaitake*

### 17

#### FINANCIAL STATEMENTS

*Ngā tauākī pūtea*



## CHAIR REPORT

*Tā te tiamana pūrongo*



A handwritten signature in white ink on a teal background. The signature is stylized and appears to read 'T. Muller'.

Todd Muller Chair

**I believe it is the very time when businesses are under pressure, cashflow is tight and focus is narrowed to today's challenges that a long established, respected and strategic organisation like Priority One is critical in facilitating tomorrow's opportunities.**

Priority One takes a strategic approach to ensure the fundamentals for economic, cultural and social success are in place for the 250,000 people who are going to live in the Western Bay in five years' time. Our projects are varied but deliberate: focusing on infrastructure, sustainability, innovation, talent and Māori economic development, which are all essential to the long-term success of the area.

During the year the Board refreshed our economic development strategy, integrating the 'DNA' we think we require to have a successful region in 2050. While we take a broad approach to economic development, success is

ultimately measured by an increasing level of incomes across our community, enhanced sustainability efforts by local businesses and our local infrastructure deficit finally addressed.

One of the key highlights for me is the working relationship Priority One has with local government. We have great partners in our local councils, and I would like to welcome Tauranga City Council's new Mayor and Councillors to their important roles at a vital time for our region. I also want to acknowledge the Commissioners' significant contribution to Tauranga's progress. They provided clear direction and left us with an impressive list of accomplishments.



## PRIORITY ONE TAKES A STRATEGIC APPROACH TO ENSURE THE FUNDAMENTALS FOR ECONOMIC, CULTURAL AND SOCIAL SUCCESS ARE IN PLACE

---

Priority One enjoys a constructive relationship with central government and much of this groundwork has paved the way for the prospect of a Regional Deal, in partnership with our local councils. Tauranga is becoming a major national hub, due to the scale of our population, the size of our businesses, the Port of Tauranga and the sectors based here. The Government sees Western Bay of Plenty as an important part of New Zealand's growth strategy, so a working partnership is critical in building a region that can underpin the economic success of the nation.

The next year or two is a critical time for us – it is a turning point where we may finally get the partnership with the Government

that will enable us to become the regional powerhouse New Zealand needs. Along with this partnership will come an obligation for us all to do things differently and embrace change – this is the responsibility of being in a region that is quickly becoming vital to the country's wider economic interests.

We are lucky to have the talent of Nigel and his fantastic team, along with strong board members with diverse views, who volunteer their time because they are committed to seeing the region flourish. The Board realises Priority One's future-facing vision and advocacy is crucial right now. I wish to acknowledge retiring director Peter Tinholt for his seven years of insight and

collaboration around the board table. Peter has always been focused on connecting people, capital and opportunity and we, along with the wider region, are grateful for his efforts.

Thank you to our member organisations for their support and belief in our vision, especially our Platinum Partners: Ballance Agri-Nutrients, Craigs Investment Partners, Element IMF, Mercury, Port of Tauranga, University of Waikato, Zespri, Tauranga City Council, Western Bay of Plenty District Council, and also to TECT, for their continued backing.



## CEO REPORT

*Tā te tumuaki pūrongo*



**Nigel Tutt** Chief Executive

**The 2023/24 financial year has presented difficult times for both the national and local economies. Tight monetary policy has had the inevitable effect of slowing the economy. While this has successfully quashed inflation, it has also dampened the good parts of the economy. The Western Bay of Plenty has fared better than the rest of New Zealand, maintaining growth, albeit at modest levels.**

We can attribute our relatively good performance to the diverse nature of the economy, some great export sectors such as kiwifruit, and good activity in commercial construction.

During this time of economic difficulty, Priority One has been laser focused on activities that matter to our economy and community. We have balanced our long-term goals around building incomes and sustainable growth, with actions that are needed right now, around infrastructure, talent and the environment.

An example of our region defying wider economic conditions is Tauranga's city centre. The many towering cranes are a clear sign of the level of investment and confidence in the city, underlining Tauranga's momentum. We are excited to see many of the developments outlined in our 2022 CBD Blueprint coming to life. We were able to present progress via our CBD Blueprint Rooftop Event Series. These were co-hosted with members – each offering a different perspective of the

cityscape's evolution. Staging the DayBreak Festival of Innovation in the city was another chance to showcase its businesses and progress.

Working directly with our members is of great importance to us, and it is pleasing that we engaged 3,748 people through Priority One events in 2023/24 – a massive 88 percent leap from the previous period.

We have maintained strong activity in our workforce area, from engagement with students via our Instep Programme, yia! (Young Innovator Awards) and our skills and employment hub, Ara Rau – Pathways to Work. Working with some of the most vulnerable in our community, Ara Rau has successfully engaged with 82 youth and supported 54 into either work or training, and is firmly on track to exceed its targets.

We have a vision for Tauranga to be Aotearoa's most sustainable city, and our work continues to accelerate through high-impact projects across many sectors.

Our programmes have engaged with 140 businesses, including the Shift Hub, a city pop-up that highlighted environmentally friendly commuting options. A series of workshops around waste within the construction and demolition sector has resulted in the formation of the industry-led Circular Construction Collective, which will now seek out cross-business solutions.

Our region's energy demands are expected to increase significantly as businesses grow, decarbonisation activity accelerates and our population increases. Investment in energy infrastructure must be aligned to this growth. We've led engagement with businesses on our future energy needs and opportunities, and we are now poised to launch our Regional Energy Strategy in late 2024.

Strong population and economic growth coupled with a lack of investment has led to a substantial infrastructure deficit in our region. Priority One, in partnership with local councils, has worked to grow

## WE HAVE A VISION FOR TAURANGA TO BE AOTEAROA'S MOST SUSTAINABLE CITY

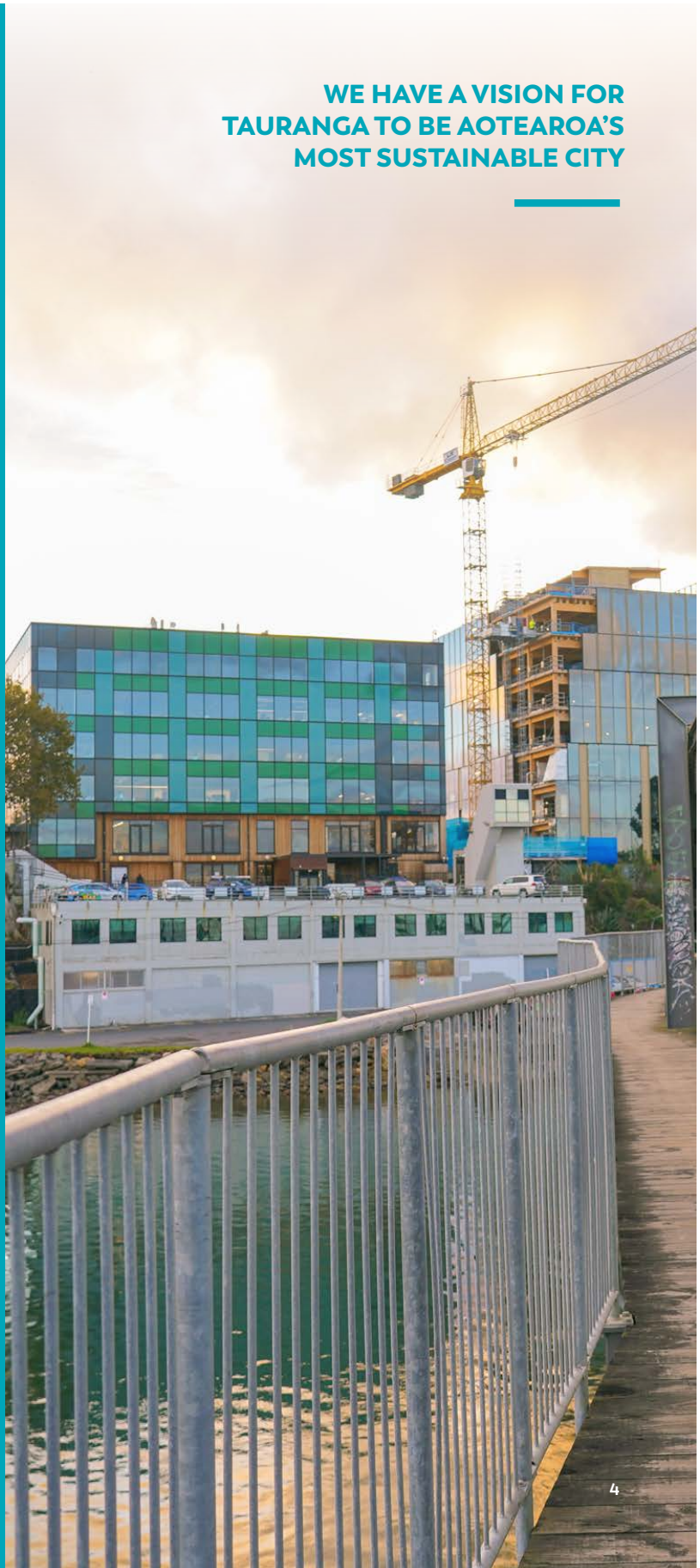
a productive relationship with central government, keeping Tauranga in the spotlight for government-led investments – for roading in particular. We are New Zealand's trade gateway to the world – a key component of the Golden Triangle, with the country's largest seaport, a substantial horticulture sector and links to our primary production heartland. While we have had some success with the inclusion of two local roads in the Government's Roads of National Significance, there is still much more to do.

Over the next year, we plan to double down on our quest for a prosperous economy, particularly around infrastructure investments and sustainability. Priorities will include capitalising on sustainability work already completed – including the identification of more cross-business solutions, releasing our Regional Energy Strategy and moving forward with the Mount Maunganui Industry Environmental Accord. Moving our strong partnership with central government into actions will also be a focus.

Priority One has a unique, highly effective structure for an economic development agency; we would be nowhere without our members. We are grateful for their support, engagement and commitment to furthering the interests of the Western Bay of Plenty.

I would like to welcome our new Chair, Todd Muller, who has made a real impact already with his expertise, connections and in-depth knowledge of our area. Thank you to our Board who have provided excellent input into our strategy revision and who freely give their time to support Priority One's goals.

Lastly, I wish to thank our staff at Priority One for their skill, enthusiasm and commitment to our cause – making the Western Bay of Plenty a prosperous, sustainable place to live.



## WESTERN BAY OF PLENTY METRICS 2023

Ngā ngahuru ohaoha o Te Tai  
Hauāuru o te Moana o Toi

Source: Infometrics (2023 metrics as at September 2024)



Unemployment

**3.0%**

vs NZ 3.3%  
(3.1% in 2022)



Housing affordability

**8.7x**

mean household income

vs NZ 7.3x  
(10.9x in 2022)



Māori unemployment

**5.7%**

vs NZ 6.8%  
(6.8% in 2022)



Rental affordability

**26.1%**

mean weekly rent /  
mean household income

vs NZ 21.8%  
(26.4% in 2022)





Mean annual income

**\$69,049**

vs NZ \$74,754  
(\$63,960 in 2022)



Filled jobs

**110,248**

vs NZ 2,753,601  
(108,146 in 2022)



Māori mean  
annual income

**\$61,678**

vs NZ \$67,801  
(\$56,808 in 2022)



Population

**222,600**

vs NZ 5,223,100  
(218,000 in 2022)

**SPACE FOR INNOVATORS AND CREATORS TO CONNECT,  
SHARE EXPERIENCES AND LEARN**

---





## 2023/24 ACHIEVEMENTS

Ngā paetae

### Innovation

*Fostering our innovation eco-system and shifting the sub-region's industry sector mix to be more knowledge intensive will help in creating higher value jobs.*



**DayBreak Festival of Innovation** saw Priority One deliver a series of events in partnership with organisations from across the region. It offered the chance to engage with innovation in its many forms, from technology and mātauranga Māori, to investment and circular design. Close to 200 attendees were involved with the two-day DayBreak Summit, which was a fresh mix of plenary sessions, workshops, field trips and networking opportunities. The DayBreak Celebration was a multi-sensory, interactive conclusion to the summit, featuring music, creative food, and opportunities for meaningful networking.

A total of 49 local businesses and organisations participated, and the festival succeeded in forging connections between a broad spectrum of sectors and communities, and creating buzz around local innovation. It activated the city centre, with sessions hosted across 13 venues, including Sharp Tudhope, Datacom, Beca, Craigs Investment Partners, Aurecon and University of Waikato. There were also six free community events, for people of all ages, which had 892 attendees. Overwhelmingly positive feedback confirmed that DayBreak should become an annual event that will evolve and grow.

### The Design and Innovation

**Meetups** make space for innovators and creators to connect, share experiences and learn. In 2023/24, there were 87 registered attendees across the free bi-monthly events. The interactive sessions were led by experts in a variety of topics, including food, climate change, construction-focused design and biosecurity.



### yia! (Young Innovator Awards)

is a design-thinking programme with a mission to build a culture of innovation in local schools and prepare our future workforce with the required skills to compete in a rapidly changing work environment. The programme was delivered in collaboration with member businesses and had 670 registered participants from nine schools, culminating in a total of 146 entries, judged by 25 local innovation leaders.



## 2023/24 ACHIEVEMENTS

Ngā paetae

### Talent

*The Priority One regional talent strategy supports Tauranga Moana to build its reputation for skilled talent. It focuses on investing in local talent and connecting businesses with the people they need to be able to grow sustainably. The Western Bay of Plenty has huge potential to attract talent but it's also critical that everyone already in the rohe can develop their skills to get a quality job and earn a decent income.*



**Ara Rau – Pathways to Work** assists some of the most vulnerable members of our community into employment. The Ara Rau team noted a marked increase in rangatahi (youth) not in employment, education or training (NEET). Over a three-year funding period (Feb 2023-2026), Ara Rau has a target set by Ministry of Social Development (MSD): engagement with 90 youth, with 63 being supported into training and employment. During the reporting period to June 2024, Ara Rau has successfully engaged with 82 youth and supported 54 into either work or training, predominantly in the construction and logistics industries. Having almost met the three-year targets already, Ara Rau will be negotiating new targets to the end of 2026.



The **Instep Programme** facilitates engagement between schools and businesses, to empower youth, develop talent and create a prosperous future for Tauranga Moana. Throughout 2023/24, 4094 secondary school students, plus 244 staff members from a broad spectrum of businesses, were engaged in Instep events, showcasing strong business-community collaboration. Events included Wāhine in Trades Day, hosted by Vertical Horizonz, an exploration of aviation roles with JNP Aviation and Tauranga Airport, Holland Beckett Careers Evenings and Beca Careers Day. The Instep Young Leaders' Forum connected 33 students with organisations at a series of breakfast workshops. Hosts included local councils, NZ Defence Force, Aurecon and Priority One. The annual two-day Canvas Careers Expo, in partnership with Rotary Club of Tauranga, had 71 exhibitors and over 2700 students in attendance from throughout Western Bay of Plenty Secondary schools.

## DEVELOPING LOCAL TALENT AND OPENING PATHWAYS TO HIGHLY SKILLED CAREERS



### University City Strategy

Priority One, Tauranga City Council and the University of Waikato work together to grow the city's reputation as a University City, supporting employers with access to local talent. The Tauranga Futures Programme, initiated by the partners, supported three academic scholarships and five summer research scholarships, providing local students with financial support and work experience during their university study in Tauranga. Progress was also made in enhancing student recreation opportunities on campus, expanding teaching and laboratory facilities, and planning for additional student accommodation. Of note, was the lease agreement between Tauranga City Council and the University of Waikato to enable development of a dedicated Marine Research and Education Facility at Sulphur Point.



### City Centre

*Tauranga Moana's city centre is undergoing a significant transformation and will help position the sub-region as the ideal place to live, work and study.*

**Rooftop Event Series.** Tauranga's city centre continues to transform, yet the progress is often hard to understand at street level. Priority One's CBD Blueprint Rooftop Event Series offered people the opportunity for an elevated view of the vast development and an appreciation of the changing cityscape. The series had 399 registered attendees, and the five events were co-hosted at member venues (Copeland Ashcroft, Sharp Tudhope, SwipedOn, Beca and The University of Waikato), each offering its own perspective on both private and civic developments.

Two major construction projects have been completed – Elizabeth Towers and Manawa Energy/New Zealand Blood Service building, with many more well underway, such as Tauranga City Council's building at 90 Devonport Road, the Northern Quarter, Craigs Investment Partners building at 2 Devonport Road, Panorama Towers at 35 Hamilton Street and Pūtahi Teia at 115 Cameron Road.



## 2023/24 ACHIEVEMENTS

Ngā paetae

### Māori economic development

*Working with iwi/Māori partners, our focus is on improving education and employment outcomes for Māori to help address the earnings gap between Māori and non-Māori.*



Priority One's strategic partnership with **Toi Kai Rawa** (the Bay of Plenty's regional Māori economic development agency) has helped support two major initiatives. Toi Ki Tua Māori Internship Programme is designed to boost confidence, expand networks and offer valuable experience. It was successfully implemented in 2023/24, matching 22 interns with 18 employers. By developing local talent and opening pathways to highly skilled careers, it contributes to the region's sustainable growth.

The fifth annual Māori Youth Leadership Summit, He Rangatahi He Anamata, saw nearly 100 youth from 13 Bay of Plenty schools participate in an immersive experience that featured inspirational speakers and interactive workshops, all designed to cultivate innovation and leadership skills.



**Amotai Meet the Buyer event**, sponsored by Priority One, brought together Māori and Pasifika-owned businesses from Tauranga Moana to connect and share their journeys with buyer organisations such as Hawkins, Beca, Downer Group, GHD, Fulton Hogan, Bay of Plenty Regional Council and Poutama. Priority One also helped to bring together a social procurement discussion with the Whanake initiative. This collective of 11 collaborative organisations explores innovative ways of achieving broader social outcomes through progressive procurement.



**The Pasifika Navigators of Tomorrow Career Expo** was created by Pacific Growth Services and sponsored by the Instep Programme. It was attended by 360 Bay of Plenty students and 45 businesses were involved. It allowed Pasifika youth to explore diverse career paths, guided by local Pasifika professionals. Students also were inspired about the future of work at the Priority One-led speaker event at Te Puke High School. This featured three speakers who showed culture is a foundation for personal and professional success, and how every experience can become an asset in shaping your path.

## INFLUENCING LARGE-IMPACT BEHAVIOUR SHIFT ACROSS THE CITY

### Sustainability

*A strong stance on environmental sustainability is crucial for the future resilience of the sub-region's economy. 2023/24 saw 140 businesses engage with Priority One's sustainability programmes.*

# shift

**Shift Hub**, held in the city centre in July 2023, allowed individuals and teams to rethink commuting choices. Nearly 90 percent of journeys to work in Tauranga are by private motor vehicle, and emissions produced from transport are the largest contributor to climate change in our region. Priority One's Shift initiative had more than 85 organisations registered to be involved and more than 1000 people booked to visit the hub, along with hundreds of test rides of electric bikes, e-scooters and electric motorbikes. By partnering with businesses such as Electrify NZ, UBCO, Beam, Farmer Autovillage and Travel Safe, the Shift Hub was able to showcase current sustainable micro-mobility and associated infrastructure with a view to influencing large-impact behaviour shift across this fast-growing city.



**Decarbonisation programmes** delivered by Priority One, in partnership with Tadpole and Aurecon, focused on equipping 25 businesses with tools and strategies to progress their decarbonisation efforts, while managing costs and maximising benefit.



**Circular Construction Collective.** While the construction and demolition industry is economically lucrative, it also contributes up to 50 percent of New Zealand's waste. In response to this, Priority One collaborated with 25 local construction businesses through a series of four Construction Sector Workshops, to gain insights into waste management and diversion challenges. Priority One went on to establish an industry-led group, the Circular Construction Collective, to activate circular solutions, to share ideas and find solutions across businesses. The pilot project with Mutu and Tauranga City Council involved eight local businesses using Mutu on their phones to direct surplus materials to other projects or charitable organisations. Gartshore is an early example of success, reporting it has already diverted 15 tonnes from landfill.



## WE CONTINUE TO STRONGLY ADVOCATE FOR THE REGION

**Priority One's Regional Energy Strategy.** The energy system is a critical part of the region's infrastructure, with demands expected to increase. Priority One has been involved with a range of central government led initiatives: Regional Energy Transition Accelerator (RETA), MBIE Energy Strategy, and the Transpower Major Capex Proposal, which demonstrated the need for more coordination across the wider industry and local government. It highlighted the need to create a coordinated picture of the region's energy future to remove constraints to both growth and the economy, and enable an effective transition to low carbon fuels. Priority One is now poised to spearhead the development of a Regional Energy Strategy.



## Infrastructure

*Priority One is committed to helping address the sub-region's substantial infrastructure deficit brought about by its rapid population and economic growth over the last two decades.*



**Advocacy** for increased infrastructure investment in the Western Bay of Plenty is a focus for Priority One. We continue to strongly advocate for the region, with the Government in particular, highlighting economic opportunities and barriers for the country. It is testament to our region's growth that we are now part of national conversations, rather than purely local. We have collaborated with local councils to provide a united, coherent voice to central government to highlight the importance of the Western Bay of Plenty both locally and nationally.

Priority One leads the **Western Bay of Plenty Infrastructure Forum**, alongside many local businesses, to advocate for critical infrastructure investment in the sub-region. This includes a 10-point action plan and setting out expectations to incoming elected members around key challenges for the region.

**SmartGrowth and Transport Systems Plan (TSP)** are key regional infrastructure strategies we work to inform, ensuring that economic needs are considered in future planning and, in particular, advocating for supply of land for residential and industrial uses.

Our interest in infrastructure stretches to the **enablement of industrial land** (particularly at the Tauriko Business Estate and Rangioru Business Park), transport projects, Port infrastructure, rail, energy and workforce development.

**Membership engagement** and the voice of our members is critical in developing infrastructure plans and advocating for them. Priority One has held several infrastructure-related meetings involving our members, ranging from engagement with New Zealand infrastructure bodies to city infrastructure discussions and sector-based actions.

## THIS HUGE INFRASTRUCTURE PROJECT IS A VITAL TRANSPORT LINK



### WORTHY MENTIONS ACROSS THE REGION

*Ngā kōrero whaitake*

#### New Marine Research & Education Facility

The University of Waikato is to set up a marine research and education facility in Tauranga Moana. The state-of-the-art facility is set to open in 2027/28 and will enable innovative research and education in marine science, conservation and sustainability – areas where there are huge opportunities to develop exciting export sectors and help grow New Zealand's high value economy. The new facility will also help position Tauranga Moana as a leader in this field globally.



#### Takitimu North Link

In March 2024, the central government announced the Takitimu North Link (TNL) as a Road of National Significance. This huge infrastructure project is a vital transport link that will provide a safer, more efficient and reliable route between Tauranga and Ōmōkoroa. Stage 1 between Tauranga and Te Puna is in construction and due for completion 2028. It will have a separate walking and cycling path along the entire length, and includes eight bridges that cross over or under the corridor. We expect Stage 2 to follow soon after. Alongside the benefits of reduced congestion along this route, the TNL will also allow for more housing development in the Western Bay of Plenty, due to an improved commute to towns such as Waihi and Ōmōkoroa.

## PRIORITY ONE BOARD AS AT 30 JUNE 2024

*Te Poari*

---



**Todd Muller (Chair)**  
INDEPENDENT CHAIR



**Te Horipo Karaitiana  
(Deputy Chair)**  
TOI KAI RAWA BOARD  
REPRESENTATIVE



**Wayne Beilby**  
TE RANGAPU MANA WHENUA  
O TAURANGA MOANA  
REPRESENTATIVE



**Jessica Bevin**  
ADAPTIVE PATHWAYS LEAD,  
MERCURY NZ



**Marty Grenfell**  
CHIEF EXECUTIVE,  
TAURANGA CITY COUNCIL



**John Holyoake**  
CHIEF EXECUTIVE,  
WESTERN BAY OF PLENTY  
DISTRICT COUNCIL



**Richard Hopkins**  
CHIEF FINANCIAL  
OFFICER, ZESPRI



**Rikki-Lee Joyce**  
MANAGER, INTEGRATED  
OPERATIONS AND INSIGHTS,  
MINISTRY OF EDUCATION



**Dan Kneebone**  
GM PROPERTY &  
INFRASTRUCTURE  
PORT OF TAURANGA



**Scott McKenzie**  
CHIEF EXECUTIVE,  
PMG FUNDS



**Fiona McTavish**  
CHIEF EXECUTIVE,  
BAY OF PLENTY  
REGIONAL COUNCIL



**Jon Murie**  
INVESTMENT ADVISER,  
CRAIGS INVESTMENT  
PARTNERS



**Kevin Palmer**  
PROFESSIONAL DIRECTOR  
AND STRATEGIC ADVISER



**Steven Saunders**  
CHIEF EXECUTIVE & FOUNDER,  
ROBOTICS PLUS



**Peter Tinholt**  
PARTNER,  
ORIENS CAPITAL



**PRIORITY ONE TEAM  
AS AT 30 JUNE 2024**

*Te Tima*



**Nigel Tutt**  
CHIEF EXECUTIVE



**Greg Simmonds**  
GENERAL MANAGER –  
WORKFORCE AND  
POLICY



**Mel Conrad**  
GENERAL MANAGER –  
COMMUNICATIONS  
AND ENGAGEMENT



**Colin Baskin**  
GENERAL MANAGER –  
BUSINESS  
PARTNERSHIPS



**Gail Elliott**  
OFFICE MANAGER



**Jill Beedie**  
PROJECT COORDINATOR



**Shane Stuart**  
INNOVATION MANAGER



**Marissa Nikora**  
PROJECT MANAGER –  
SUSTAINABILITY LEAD



**Meg Davis**  
PROJECT MANAGER –  
FUTURE OF WORK  
AND YIA!



**Melissa Mae**  
MARKETING AND  
COMMUNICATIONS  
EXECUTIVE



**Vee de Koster**  
INSTEP MANAGER



**Dan Bromley**  
VOCATIONAL  
COORDINATOR



**Saejung Oh-Walsh**  
DIGITAL AND BRAND  
EXECUTIVE



**Mary Stewart**  
ARA RAU – OPERATIONS  
MANAGER



**Michelle Clarke**  
ARA RAU – EMPLOYMENT  
MENTOR

## FINANCIAL STATEMENTS

*Ngā tauāki pūtea*

for the year ended  
30 June 2024





## Report contents

	<b>Page</b>
Directory	3
Statement of Service Performance	4 - 5
<b>Financial statements</b>	
Statement of Comprehensive Revenue and Expense	6
Statement of Changes in Net Assets	7
Statement of Financial Position	8
Statement of Cash Flows	9
Notes to the Financial Statements	10 - 17
<b>Auditors report</b>	
Auditors report	18 - 20





















































































































































































































































































































































































