

## NRDA Six Months Report December 2022

### Summary of progress

This report presents NRDA progress and activity for the six months ending 30 December 2022, against the 35 Key Performance Measures contained in the 2022/2023 SOI

#### 1.0 KPM Summary

Progress	Description	KPM
	On time, on budget, performing as anticipated	33
	Potential impacts/At risk – requires monitoring	2
	<i>KPM - 80 events held at the Mahitahi Colab with 2500 total attendees (COVID-19 permitting): Number of events has been exceeded; numbers attending lower</i>	
	<i>Regional Identity update project complete and endorsed by Kōkiri Forum: Project delayed (procurement)</i>	
	Will not achieve/Significant delay/impact on ability to deliver on time and/or on budget due to factors beyond NRDA control.	0
	Not achieved/ Significant delay/impact on ability to deliver on time and/or on budget	0

Strategic Area	Priority	FY2023 Target	Status
<b>1. Economic Strategy and Innovation</b>			
<b>1.1 Strategic Economic Development</b>		Project Kokiri collaboration maintained as an enduring regional partnership (minimum quarterly meetings) with actions and outcomes detailed	Implemented
		Nelson Tasman Productivity Project developed with regional stakeholder participation and buy-in	Implemented
<b>1.2 Economic Intelligence</b>		Quarterly economic profile reports aligning with shareholder and business needs	Implemented
<b>1.3 Te Taihu Māori Economy</b>		Māori businesses engaged with NRDA report a net promoter score of 50 or higher.	Measure under review
<b>1.4 Visitor Sector Regeneration</b>		Angus and Associates Views on Tourism Research Report shows positive feedback from residents	Delivered
		Visitor spend in Nelson Tasman increases at a rate exceeding the national average	90% of pre-COVID
<b>2. Investment Attraction and Promotion</b>			
<b>2.1 Regional Identity and Proposition</b>		Regional Identity update project complete and endorsed by Kōkiri Forum	In progress
<b>2.2 Investment Attraction</b>		Number of unique visitors to nelsontasman.nz increases 5% on previous year	7%
		Revised Regional Identity implementation plan in place	Scheduled Q4
		Regional investment proposition produced and provided to NZTE	On track
		12+ investment referrals/ promoted opportunities per year	10
<b>2.3 Destination Profiling</b>		\$1m EAV secured by June 2023	Q4 report
		Total engagement rate across social media channels exceeds industry average (3.6% on Facebook and 1.16% on Instagram) for year to June 2023	11% Instagram

## NRDA Six Months Report December 2022

### Summary of progress

Strategic Area	Priority	FY2023 Target	Status
		Three campaigns and promotions delivered profiling Nelson Tasman as a great destination for visitors, businesses and talent attraction.	3
		6+ film enquiries per year and 2+ filming outcomes	1 outcome
<b>2.4 Strategic Events</b>		Regional events deliver over \$15m of value to the regional economy.	\$18.7m
<b>3. Business &amp; Workforce Development</b>			
<b>3.1 Business Advice and Funding</b>		Number of businesses supported through 1:1 business advisory service: contracted annual target is 200	96+
		Businesses have experienced positive business outcomes by reporting a net promoter score of 50+ or higher (contract annual target 50+)	75+
		Total annual value of capability development and R&D funding issued: contract annual target circa \$1m	\$360k+
		Capability improvement as reported through programme feedback	Q4 report
<b>3.2 Workforce &amp; Skills Development</b>		FY23 SOI includes Workforce Development programmes that align with the RSLG Workforce Development Plan	Implemented
		50 businesses engaged in youth transition and employment programmes	50+ employers 270+ students LifeLab website
<b>3.3 Business Innovation (Mahitahi Colab)</b>		80 events held at the Mahitahi Colab with 2500 total attendees (COVID-19 permitting)	96+
		Quarterly innovation event programme delivered	On track
		70% of businesses engaged with Co.Starters, programmes report an improvement in entrepreneurial capability	Q3
<b>3.4 Sector Transitions and Development</b>		Te Taihu Blue Economy cluster established and 20+ businesses engaged	20+ businesses engaged
		3+ Partnership initiatives with climate action/ industry sector groups directly supporting industry solutions for reducing carbon footprint	3
		6+ Visitor sector business resilience training and development delivered	4
<b>4. Organisational Management and Performance</b>			
<b>4.1 Destination Management</b>		Future model 2022 onwards: Investigate future funding model for destination management and marketing and private sector partnerships to support programmes in 2022/23 and 2023/24; Investigate and confirm future service levels, location and funding model for the iSite	Implemented. On track
<b>4.2 Wellbeing &amp; Development</b>		Wellbeing and Development programme implemented by December 2022.	Delivered
<b>4.3 Sustainability</b>		Zero Carbon or Climate Positive certification is maintained	Delivered
		The NRDA maintains a balanced/positive budget	On track
		NRDA delivers a clean Audit	On track
		Zero lost-time work injuries	On track
<b>4.4 Organisational Performance</b>		Positive stakeholder feedback on collaboration as demonstrated through 2-yearly review	Q3

## NRDA Six Months Report December 2022

### Summary of progress

#### 2.0 Reporting Period Activities

Progress and activities for the six months ending 30 December 2022 are detailed in [Appendix 1](#).

Key points to note from the report include the following:

##### Strategy

- Nelson Tasman Regeneration Plan endorsed by Tasman District Council on 18 August and Nelson City Council on 25 August.
- NRDA led the regional economic pou feeding into the CDEM response to the August Flood events. This involved coordination with regional partners and significant resource diversion from across the team, both immediately and in the period following the events, supporting businesses with information and feedback, working with the CDEM team and in follow up promotions. This function has now been formalised within the regional CDEM structure.
- Regional brand/ proposition programme impacted by procurement delays; project in progress.

##### Investment Attraction

- Briefing for Ministers sent to key Ministers and leaders of all Parliamentary political parties, with messaging reaffirmed following August floods.
- Hosted Tasmanian Delegation (August), including visits to 15 Nelson Tasman businesses matched to the Delegation's potential interests. Included announcement by BioMar of a direct shipping route between Hobart and Nelson.
- Moananui (Blue economy) business plan completed and funding application submitted to MPI for \$500k two-years government support as an industry partnership programme. Moananui investment proposal presented to Government departments and discussed directly with Minister Parker and Minister Nash.
- Science & Technology investment proposition under development
- Venture Capitalist hosting and regional business introductions
- Climate Change related investment partnerships/ promotions, including private sector investment interest supported and two sector podcasts under development: Oceans; Food and Fibre

##### Visitor Sector

- Campaigns and promotions, including two PLAY Nelson Tasman, and Still Beautiful (flood recovery)
- Business development courses: Sustainability; International trade; Social media x 2
- Workforce Coordinator (Tourism Conservation) - Funding secured and role appointed
- Themed Journeys map and interactive launched December; high national demand.
- Code-sharing initiative Better Bus launched in November 2022, reducing the number of visitor transport journeys/vehicles travelling to Abel Tasman National Park.
- Marahau Pledge supported by NRDA launched - multi-operator zero carbon destination offering
- Visitor spend bounced back much more strongly than industry projections indicated, achieving spend results close to pre-Covid levels for the year to December 2022.
- i-SITE closure process long and complex, following decision to close to allow time to identify best and economical future visitor information provision.
- Re-introduction of a refined visitor business partners programme, as essential funding to support visitor sector (Destination Management Plan) activities, particularly in light of Government funding ending earlier than expected. Noting at this stage, private partnership funding is at a significantly lower level than pre COVID.

## NRDA Six Months Report December 2022

### Summary of progress

#### Strategic Events

- \$18.7m. estimated value to the region of NCC Events Fund economic events approved.
- 37 applications received by NRDA for NCC Events Fund through the Events Development Committee. Wide range of events supported included mass participation/ national spectator sporting, social and arts, plus theatre productions and music festivals.
- Return on Investment on approved Economic Events currently sits at 40:1 (exceeding 20:1 target).

#### Business Support (Regional Business Partners Programme)

- 95 businesses actively engaged; further 40 businesses supported ad-hoc;
- \$359,945 RBPP funding approved YTD.
- Digital Boost delivered to 11 cohorts/146 businesses

#### Workforce and Skills

- E2E industry-schools engagement: 12 regional schools -: major career option event (Fantastic Futures); Pasifica Pathways career day; industry career days series, new Lifelab careers website.
- Government funding for the E2E programme is unknown beyond June 2023 placing pressure on this workstream.

#### Innovation and Entrepreneurship

- Targeted programme delivery including Certificate of Applied Innovation pilot programme for businesses; Innovation Nation national profiling; and a regional Business innovation profile series

#### Financial Performance

- EBITDA for the six months to December 2022 is ahead of budget by \$177K with actual EBITDA of \$298K compared with a budgeted surplus of \$121K. NRDA is on track to deliver a positive statement of financial performance.

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Please refer to Appendix 1 for additional information

**NRDA Six Months Report December 2022**  
**Summary of progress**

Six Month Report December 2022

Appendix 1

Strategic Priority Area 1: Economic Strategy <i>Leading Strategic Economic Development</i>		
Strategic Economic Development		
Activity		
<ul style="list-style-type: none"> <li>• Strategic direction as agreed with Council and as adopted through the Nelson Tasman Regeneration Plan. Activities and reporting delivered within Strategic Framework</li> <li>• Oversight, monitoring, communication on delivery progress against the Nelson Tasman Regeneration Plan</li> <li>• Kōkiri Forum Leadership Group meeting regularly and called to action on strategic issues and opportunities. Enduring model reviewed and confirmed</li> <li>• Strategic issues and opportunities monitored and discussed with stakeholders.</li> <li>• Championing innovation, resilience and regeneration, underpinning all activities</li> </ul>		
Enabling Outcomes Supported		
<ul style="list-style-type: none"> <li>• Strong collaboration between local and central government, iwi/Māori, businesses/industries, and regional stakeholders (Kōkiri methodology sustained)</li> <li>• Investment secured in regional priority projects</li> <li>• Regional economic intelligence supports decision making</li> </ul>		
Key Performance Measures	FY23 Target	Status
<b>Collaboration maintained between stakeholders on priority strategies and initiatives through Project Kōkiri methodology</b>	Project Kōkiri collaboration maintained as an enduring regional partnership (minimum quarterly meetings), with actions and outcomes detailed.	Implemented
	Nelson Tasman Productivity Project developed with regional stakeholder participation and buy-in	Implemented
Progress Report		
<ul style="list-style-type: none"> <li>• <b>Nelson Tasman Regeneration Plan</b> - endorsed by Tasman District Council 18 August and Nelson City Council 25 August. Published.</li> <li>• September <b>Kōkiri Forum</b> focus - impacts and response to August flood event. Multicultural Nelson Tasman now included.</li> <li>• <b>Productivity Project</b> confirmed as a long term focus, to inform initiatives and be incorporated across workstreams.</li> <li>• <b>Flood response:</b> NRDA led regional Economic Pou in response to August flood events. Involved NRDA, NTCC, Toiere, Rural Assist and MSD, reported through central flood recovery group. Response/ support included: Event management support; accommodation support; information and comms to/ from businesses; visitor sector connections; business surveys; advocacy; media response; Still Beautiful campaign launch in response to major concerns about booking cancellations and media profiling ahead of summer season; liaising with DOC on Abel Tasman Track slips; and liaison with concerned businesses and recovery groups on SH6 closure.</li> </ul>		

**NRDA Six Months Report December 2022**  
**Summary of progress**

Economic Intelligence		
<b>Activity</b>		
<ul style="list-style-type: none"> <li>• Ongoing service established to ensure relevant strategies and projects (NRDA, Council and partners) are supported by evidence and that data and economic profiling is both proactive and responsive to need</li> <li>• Quarterly economic profile maintained</li> <li>• Nelson Tasman Business Panel regular survey delivered and reported</li> <li>• Economic value/impact model applied to support decision making and investment considerations</li> <li>• Input to economic value/ impact assessments to support major investment considerations (note: cases may require additional partner support depending on budget)</li> <li>• Leadership of the Nelson Tasman Productivity Project</li> </ul>		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>• Regional economic intelligence supports decision making</li> </ul>		
Key Performance Measures	FY23 Target	Status
Regional economic intelligence supports decision making	Quarterly economic profile reports align with shareholder and business needs	Implemented
<b>Progress Report</b>		
<ul style="list-style-type: none"> <li>• Quarterly Economic Monitor - June and September, published/ promoted.</li> <li>• Sector profile series: Forestry and Wood Processing (complete); Visitor sector (drafted), for distribution to industry stakeholders; also supporting RSLG. To follow - Oceans Economy profile; Food and Fibre/Horticulture.</li> <li>• Climate and wellbeing data framework delayed to Q1 2023</li> <li>• October Business Survey – consistent key messages from July survey regarding business concerns about increased input costs. 80% of respondents interested in introducing/ expanding innovation activity, informing programme design.</li> </ul>		

**NRDA Six Months Report December 2022**  
**Summary of progress**

<b>Te Taihu Māori Economy</b>		
<b>Activity</b>		
Continuation of 2021/22 programme: <ul style="list-style-type: none"> <li>• Māori business and economy data included in data insights and profiling</li> <li>• Partnership on Te Taihu Economic Pou/established forum, supporting Māori economy focus work</li> <li>• Work within a Māori partnership and engagement framework to work closely with mana whenua and Te Taihu Māori owned enterprises to promote and support Māori economic development in the region</li> <li>• Work commencing according to findings of engagement and partnership framework</li> </ul>		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>• Strong collaboration between local and central government, iwi/Māori, businesses/industries, and regional stakeholders (Kōkiri methodology sustained)</li> <li>• Te Taihu Māori economy is further recognised and uplifted</li> <li>• Higher value visitors, workers, businesses, and investors in Nelson Tasman</li> <li>• Our people and businesses have access to advice, funding and upskilling opportunities, to support improved business and management capability.</li> </ul>		
<b>Key Performance Measures</b>	<b>FY23 Target</b>	<b>Status</b>
Supporting further recognition and uplift of the Te Taihu Māori economy	Māori businesses engaged with NRDA report a net promoter score of 50 or higher.	Measure under review
<b>Progress Report</b>		
<ul style="list-style-type: none"> <li>• Māori economy data now available including standard economic data per Māori population.</li> <li>• Engagement: Toiere Māori Business Network via flood response economic pou; meetings with Waikato Māori Economic Development Manager and hui for all Māori EDA practitioners to support planning.</li> <li>• NB - Māori business support is delivered within the RBP programme</li> </ul>		

**NRDA Six Months Report December 2022**  
**Summary of progress**

**1.4 Visitor Sector Regeneration**

**Activity**

**Ongoing**

- Advocate for continued improvement to regional access (roads, air, public transport)
- Review crisis management planning
- Provide/ interpret relevant qualitative and quantitative data and insights.

**Capability Building and Resilience**

- Continuation of 2021/22/23 established programmes
  - Industry Collaboration: Pilot new ways for local operators to 'code share' their transport and transfers
  - Greening the visitor experience: Facilitate training to operators in improving their environmental practices and measuring and reducing carbon footprint and guidelines for offsetting
  - Trial new collaborative operating models to improve sector resilience & productivity e.g. combined retail/ experience hubs, collective marketing, packaged itineraries
  - Work with stakeholders to strengthen alignment between education and training opportunities with employer needs
  - Showcase and profile eco-experiences to support uptake and new product development, including zero carbon certification
  - Host the DOC/MBIE/MSD partnership Tourism-Conservation to support sustainable industry employment
  - Develop and deliver Makers and Creators digital capability toolkit for businesses
- Pilot new ways to create more consistent and higher value employment
- Investigate funding opportunities for fleet greening of rental car / coach fleets

**Product Development**

- Special Interest Strategies: Create strategies, feasibility studies and business cases for key sub-sectors to develop and enhance opportunities for more vibrant visitor engagement: F&B visitation; Arts visitation
- Provide planning support for sub-regions where needed such as Golden Bay
- Curate journeys to encourage wider dispersal of visitors with neighbouring regions e.g themed journeys map
- Develop and promote accessible and inclusive travel options (e.g. for wheelchair users) to connect all visitors to our natural environment
- Local communication programme - To improve local understanding of the benefits of the visitor sector
- Continued support to develop and profile Nelson Tasman as a carbon light destination e.g Marahau Pledge and Code sharing
- In the creative sector, develop the Makers and Creators Programme under the DMP, to build the profile of and preference for, locally made and created artworks, creative experiences, food and beverage products that can be included in visitor experience
- Build e-commerce, cross selling and way finding for our makers and creators
- Develop new curated content in an online guide, digital capability toolkit for businesses and a new makers and creators trail



**NRDA Six Months Report December 2022**  
**Summary of progress**

<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>Impactful engagement across key industry sectors ensures transformations and transition programmes are aligned to industry needs/ opportunities</li> <li>Higher value visitors, workers, businesses, and investors in Nelson Tasman</li> </ul>		
<b>Key Performance Measures</b>	<b>FY23 Target</b>	<b>Status</b>
Residents appreciate the benefits of visitation	Angus and Associates Views on Tourism Research Report shows positive feedback from residents	Delivered
Visitor spend	Visitor spend in Nelson Tasman increases at a rate exceeding the national average	90% of pre-
<b>Progress Report</b>		
<p><b>Capability Building and Resilience</b></p> <ul style="list-style-type: none"> <li>Flood response support – as highlighted above</li> <li>Visitor Sector newsletter – quarterly, delivered August and December to over 600 businesses</li> <li>Visitor spend: International visitor spend returned more strongly than industry forecast. Year to December 2022 total visitor spend \$299m, compared to \$291m pre-Covid year to December 2019. When inflation is accounted for the region achieved about 90% of 2019 value.</li> <li>Research by Angus and Associate ‘Local’s Views on Tourism’, shows Nelson Tasman residents have a more positive view of tourism than national average.</li> <li>Supported code sharing initiative “Better Bus” - launched November 2022; 11 Abel Tasman operators collaborating to reduce vehicles/ journeys transporting visitors to/ from Abel Tasman and thus the carbon footprint. Also ensured efficiencies with workforce shortage and number of passengers per bus: <ul style="list-style-type: none"> <li>Estimated: 479 fewer bus/ shuttle movements and 38,000 fewer kms travelled between Nelson and Abel Tasman NP; Nov-Jan 23</li> <li>Marahau-based accommodation operators note customers previously cancelling bookings with no Nelson – Marahau connection.</li> </ul> </li> <li>Employment Skills and Resource Coordinator – 1 year pilot funding secured through MBIE and MSD and role recruited. A DOC instigated initiative adapted from Jobs for Nature programme, to explore potential for skills development and employment transfer between (tourism and conservation) seasonal sector work in this region.</li> </ul> <p><b>Product Development</b></p> <ul style="list-style-type: none"> <li>Makers and Creators Trail project in progressed</li> <li>Support to Golden Bay with experience development plan, and website refresh. Visitors Supporting the Environment advanced to pilot project (project led by Golden Bay Promotions Association under contract to NRDA (DMP).</li> <li>Connecting the Tastes project - commenced for the Great Taste Trail - two locations identified and the project advanced to costings</li> <li>Themed journeys map launched December. 50,000 printed, plus electronic version with interactive map. Printing and marketing costs covered by 45 advertisers. NRDA’s single printed collateral, showcases light footprint journeys as one of three key themes, encouraging longer stay. Re-print requested by national distributors.</li> <li>Zero Carbon Itinerary/ light footprint - businesses supported and promoted (trade and media channels)</li> </ul>		

## NRDA Six Months Report December 2022

### Summary of progress

- Supported Mārahau Pledge - regenerative tourism - Mārahau tourism operators collaboration and commitment to being certified zero-carbon experiences, to advance sustainable practice, and raise investment into Mārahau Village through an additional voluntary concession foreshore crossing fee; first pledge project rollout of additional 50 traps for Mārahau Halo focused on pest eradication.

#### Strategic Priority Area 2:

*Investment Attraction and Promotion Shaping and amplifying our profile, destination story and investment proposition to attract people, business, and investment*

#### 2.1 Regional Identity and Proposition

##### Activity

- Ensure the updated regional identity reflects more strongly: Māori storytelling and iwi engagement; arts and creativity; science and research; low carbon footprint.
- Notes: The Regional Identity Request for Proposal (RFP) explicitly mentions the Strategic Framework which includes the Creative Economy. We will ensure throughout the development of the regional identity that the arts and creativity economy are reflected as a critical part of our identity.
- Develop and implement a coordinated framework and tools for businesses and the community to market the region through the updated regional identity
- Deliver a locals campaign to embed the updated regional identity within the local community
- Complete the redevelopment of the nelsontasman.nz website

##### Enabling Outcomes Supported

- Investment secured in regional priority projects
- Higher value visitors, workers, businesses, and investors in Nelson Tasman
- Businesses have access to skills and people they need supporting reduced skill shortages

Key Performance Measures	FY23 Target	Status
Deliver an updated Regional Identity and Proposition	Regional Identity update project complete and endorsed by Kōkiri Forum	In progress

##### Progress Report

- Strategic Framework and community workshops completed as context to the project. Creative agency appointed. Procurement delays mean adjusted timeframes: Creative concept and Design on track for 2023; Website redevelopment delayed into 2023/24.

**NRDA Six Months Report December 2022**  
**Summary of progress**

2.2 Investment Attraction		
Activity		
<b>Investment strategy</b> <ul style="list-style-type: none"> <li>Maintain and continue to develop regional investment proposition profile</li> <li>Maintain Priority Projects register Te Taihupo wide and develop base business cases. Develop and maintain funding activity register.</li> <li>Implement use of Impact Assessment Model to assess emerging regional opportunities, proposals and issues.</li> <li>Actively driving priority high impact investment opportunities including continuing work associated with activation of the Nelson Science and Technology Precinct</li> <li>Our people and businesses have access to advice, funding and upskilling opportunities, to support improved business and management capabilities.</li> </ul>		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>Strong collaboration between local and central government, Iwi/Māori, businesses/industries, and regional stakeholders (Kōkiri methodology sustained)</li> <li>Investment secured in regional priority projects</li> <li>Higher value visitors, workers, businesses, and investors in Nelson Tasman</li> <li>Businesses have access to skills and people they need supporting reduced skill shortages</li> <li>Improved R&amp;D investment and capability.</li> </ul>		
Key Performance Measures	FY23 Target	Status
Number of unique visitors to nelsontasman.nz and time spent	• Number of unique visitors to nelsontasman.nz increases 5% on previous year	7%
	• Revised Regional Identity implementation plan in place	Scheduled Q4
Investment opportunities associated with NRDA referral/ involvement	• Regional investment proposition produced and provided to NZTE	On track
	• 12+ investment referrals/ promoted opportunities per year	10
<b>Progress Report</b>		
<ul style="list-style-type: none"> <li>nelsontasman.nz: Google Analytics shows an increase of users by 7.09% Jul-Dec 2022 compared to Jul-Dec 2021.</li> </ul> <b>Investment</b> <ul style="list-style-type: none"> <li>Regional proposition video under development focused on Science and Tech Precinct/ ecosystem, working with key partners.</li> <li>Briefing for Ministers sent to key Ministers and Parliamentary political party leaders. The Briefing (and draft Regeneration Plan) was reviewed post August flood events and re-presented to politicians outlining why identified projects remain investment priorities.</li> <li>Discussions continued to pursue potential Kānoa (Strategic Partnership Fund) support for the Port Tarakohe Redevelopment and private business investment.</li> <li>Moananui sector investment – refer below</li> </ul>		

## NRDA Six Months Report December 2022

### Summary of progress

- Venture Capitalists hosted:
  - HATCH (aquaculture) (Moananui) - October. Business reception hosting
  - Quidnet Ventures (technology focus) - November. Included eight business meetings/functions, over 40 local businesses/people
  - Planning underway for hosting further Venture Capitalist groups first quarter 2023.

#### International relations/ connections:

- Hosted 19-strong Tasmanian Delegation (August), including visits to 15 Nelson Tasman businesses matched to Delegation's interests. During the visit, BioMar announced direct shipping route between Hobart and Nelson (the delegation brought forward this announcement). Over 120 people had opportunities to engage with the delegation outside of the business visits at social events Follow-ups and next step meetings commenced between NRDA and the Tasmanian Government, including Chamber coordination, potential return delegation to Tasmania, and noting need for funding career/secondment opportunities between our Blue Economies
- Other delegate presentations including Peru, Invest Hong Kong.
- **Regional business roundtables/ forums** hosted or attended included: Minister Nash in August, with members of Kōkiri Forum – focus Briefing for Ministers and regional investment priorities; Nicola Willis, Deputy Leader National Party (November) - focus included productivity, access to labour, regional investment and the Briefing for Ministers.

### 2.3 Destination Profiling

#### Activity

- Continue to build the momentum of Intelligent Guardians - Deliver a 2023 Intelligent Guardians event, subject to sponsorship/partner funding (planning through 2022).
- In partnership with regional and national stakeholders (e.g. NZTE), actively position and profile the region. This will include overall profiling and targeted campaigns, e.g. supporting the Tech Precinct.
- Continue to deliver an ongoing comms/ media strategy to showcase our region's strengths and our business and innovation stories
- Continuation of 2021/22 DMP
- Leverage the regional mountain biking experience to build profile
- Work with DOC to promote lesser-known / less-frequented areas of the Abel Tasman National Park and to increase off-peak visitation
- Supporting, strengthening and profiling of the region's creative economy: Te Tauihu film – support regional film makers through regional partnership to profile regional film industry capability and regional promotion for film (funding dependent – currently unconfirmed)

#### Enabling Outcomes Supported

- Higher value visitors, workers, businesses, and investors in Nelson Tasman
- Investment secured in regional priority projects
- Businesses have access to skills and people they need supporting reduced skill shortages

**NRDA Six Months Report December 2022**  
**Summary of progress**

Key Performance Measures	FY23 Target	Status
Total Equivalent Advertising Value (EAV) secured	\$1m EAV secured by June 2023	Q4 report
	Total engagement rate across social media channels exceeds industry average (3.6% on Facebook and 1.16% on Instagram) for year to June 2023	11% Instagram
	Three campaigns and promotions delivered profiling Nelson Tasman as a great destination for visitors, businesses and talent attraction.	3
Number of film enquiries for Nelson Tasman linked to Te Taihu Film	6+ enquiries per year and 2+ filming outcomes	1 outcome
<b>Progress Report</b>		
<p><b>Digital activity and media partnerships</b></p> <ul style="list-style-type: none"> <li>• June - September 2022 Facebook engagement rate 5.4% and Instagram engagement rate was 11%.</li> <li>• Media partnerships: <ul style="list-style-type: none"> <li>○ NZ Mountainbike Magazine video promoting region on social channels, followed earlier print edition; impressions secured: 5k Instagram; 4.5k Facebook</li> <li>○ Neat Places extended further 12 months, includes 10 new business listings/ stories, social/ electronic direct mail, plus competition</li> </ul> </li> </ul> <p><b>Campaign activity</b></p> <ul style="list-style-type: none"> <li>• Flood recovery campaign '<i>Still Beautiful</i>' launched September, supported by Nelson Airport &amp; Air New Zealand, 185k social media reach.</li> <li>• PLAY Nelson Tasman-Spring Holiday (locals) Challenge launched October, following success of PLAY Nelson Winter campaign: 160 teams participating; platform continues to receive positive engagement</li> </ul> <p><b>International/ Regional</b></p> <ul style="list-style-type: none"> <li>• <b>Top of the South promotion</b> collaboration (TOTs) - Marlborough, Kaikoura, Hurunui, West Coast: <a href="http://www.topofthesouthnz.com">www.topofthesouthnz.com</a>, social media and Australian market partnership promoting travel trade itineraries aimed to lengthen top of the south stays. e.g. supported by Christchurch International Airport, Australian based ITO Grand Pacific Tours promotes a ToS 11-day itinerary (Nelson 2 days/2 nights, 3/ 11 confirmed tours this/ next season. Australian roadshows planned Q2/3 2023.</li> <li>• <b>Film:</b> Working with Screen Marlborough; Nelson Tasman Image library development and promotion in Film Commission's LookBook. Filming with Wine, Art &amp; Wilderness and co-hosting with Tourism New Zealand a webinar to North America Trade re Food and Brew highlights in Nelson Tasman.</li> <li>• Host support for TECNZ conference in Nelson Tasman (August). NRDA arranged all famils with local operators - 65 delegates; kayaking, Brook Sanctuary, biking.</li> <li>• TravMedia Press release on Nelson Tasman Mountain Biking to Australian media led to direct enquiry from Flow Magazine – Australia's biggest MTB magazine and ongoing discussions with Flow magazine and Trail Towns magazine (also Australian) regarding promotion of Nelson Tasman Cycle Trails into Australia.</li> <li>• Supported TNZ to update image toolbox of Nelson Tasman, with itinerary planning, plus DOC and Iwi permits and permissions</li> <li>• Co-hosted 8 North American Product Managers on a two-day Tourism New Zealand famil across the region in November 2022.</li> <li>• Hosted Frommer's Guide writer (Nov) (Frommers online receives 12 million visits per month and will print 20K hard copy guides in July 23).</li> <li>• Meet and greet - 5 Cruise Ships for the 2022/23 season to date; 2300 approx. onboard collectively.</li> </ul>		

**NRDA Six Months Report December 2022**  
**Summary of progress**

2.4 Strategic Events		
<b>Activity</b>		
<ul style="list-style-type: none"> <li>Continue to manage REF and NCC Events Fund</li> <li>Leverage major and business events supported by NCC Events Fund and REF to maximise the benefits to the events sector and increase flow-on effects to the wider region</li> <li>By year 3 of the REF, some major and business events should have established their reputation enabling them to have a higher degree of economic sustainability</li> </ul>		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>Higher value visitors, workers, businesses, and investors in Nelson Tasman</li> </ul>		
Key Performance Measures	FY23 Target	Status
<ul style="list-style-type: none"> <li>Diverse regional events programme delivering over strong value to the regional economy.</li> </ul>	<ul style="list-style-type: none"> <li>Regional events deliver over \$15m of value to the regional economy.</li> </ul>	\$18.7m
<b>Progress Report</b>		
<p><b>Major Events Update</b></p> <ul style="list-style-type: none"> <li>\$18.7m. estimated value to the region of NCC Events Fund economic events approved in the 6 months July – Dec 2022.</li> <li>37 applications received by NRDA for NCC Events Fund through the Events Development Committee July-Dec. Wide range of events supported included mass participation/ national spectator sporting, social and arts, plus theatre productions and music festivals.</li> <li>Return on Investment on approved NCC Economic Events currently sits at 40:1 (exceeding 20:1 target).</li> <li>Removal of COVID alert levels saw a return to confident event planning and execution (barring weather events). The new outlook includes greater contingencies and increased confidence has resulted in NRDA working again with national and international event organisers to bring significant events to the region to inject value into the local community, e.g. Cricket T20 Super Smash, 3 x National Mountain Biking Events, NZ Open Veterans Table Tennis Championships 2023. Also, Te Tauihu REF supported Nelson Clay Week (October) drawing visitors from around the Country and from overseas.</li> </ul> <p><b>Business Events</b></p> <ul style="list-style-type: none"> <li>14 major business events held in the six months hosted over 2,700 delegates, spending an estimated \$3.1m.</li> </ul>		

## NRDA Six Months Report December 2022

### Summary of progress

Strategic Priority Area 3: Business & Workforce Development <i>Supporting our businesses and people to upskill, innovate and grow</i>		
3.1 Business Advice and Funding		
Activity		
<p>Continue the successful management and delivery of the Regional Business Partner Programme</p> <ul style="list-style-type: none"> <li>• Support 200 businesses per year through the various business development and capacity building activities as enabled by the Regional Business Partner Programme</li> <li>• Continue to connect and refer businesses to both in-region and out-of-region expertise and opportunities e.g. Māori support, exporting support, investment support, startup support, connecting to talent</li> <li>• Partner with the Mahitahi Colab to deliver and support in-region initiatives which help to identify opportunities for development in key sectors</li> <li>• Work with government partners to promote commercial opportunities to support regional development e.g. MBIE, MPI, MFAT, ITPs.</li> </ul>		
Enabling Outcomes Supported		
<ul style="list-style-type: none"> <li>• Our people and businesses have access to advice, funding, connections and upskilling opportunities, to support improved business and management capability.</li> <li>• Businesses have access to skills and people they need supporting reduced skill shortages</li> <li>• Improved R&amp;D investment and capability</li> </ul>		
Key Performance Measures	FY23 Target	Status
Number of businesses supported through 1:1 business advisory service	Number of businesses supported through 1:1 business advisory service: contracted annual target is 200	96+
Businesses have experienced positive business outcomes	Businesses report a net promoter score of 50 or higher	75+
Total value of capability development and R&D funding issued	Total annual value of capability development and R&D funding issued: contract annual target circa \$1m	\$360k+
Digital Facilitation Scheme is successfully launched & delivered	Capability improvement as reported through programme feedback	Q4 report
Progress Report		
<ul style="list-style-type: none"> <li>• 95 businesses actively engaged, with an additional circa 40 companies engaged with one-off related enquiries.</li> <li>• Net Promoter Score is continuing to perform strongly at +75.</li> <li>• \$359,945 RBP funding approved YTD (as at 31 Dec 2022).</li> <li>• NRDA RBPP selected for MBIE hui on future re-design of RBP network, and hosted Callaghan Innovation CEO in-region to meet local businesses directly.</li> <li>• Digital facilitation scheme launched. Formally engaged &amp; contracted eight intermediaries, representing 11 business cohorts - totalling 146 businesses - to deliver this 6 month digital learning series: Nelson Tasman Chamber of Commerce; Golden Bay Promotions Association; Nelson Tasman Business Trust; Richmond Unlimited; Uniquely Nelson; Restaurant Association; Marlborough Chamber; and Business Trust Marlborough.</li> </ul>		

## NRDA Six Months Report December 2022

### Summary of progress

- R&D student experience grant proved successful, helping companies to employ a student (in science, technology, engineering, design, business) over summer months. In line with this launch we commissioned and released a promotional video: <https://vimeo.com/742055560/3a2a062706>, picked up and promoted as part of Callaghan Innovation’s national campaign.

<b>3.2 Workforce &amp; Skills Development</b>		
<b>Activity</b>		
<ul style="list-style-type: none"> <li>• Continue work with RSLG to develop and deliver against the Regional Workforce Plan (currently unfunded).</li> <li>• Education to Employment Brokerage service is currently funded to June 2023:                             <ul style="list-style-type: none"> <li>○ Continue to support all 12 schools in the region (to connect with businesses and deliver events).</li> <li>○ Continue to develop and maintain LifeLab careers website content to cover more sectors, opportunities and inspirational case studies.</li> <li>○ Grow the Fantastic Futures conference to be accessible to 200 students in 2023.</li> <li>○ Deliver career exploration events to high school students showcasing particular industries and Trade Collective regional tour.</li> <li>○ Actively seek funding to support a dedicated ‘oceans economy’ E2E Broker.</li> </ul> </li> <li>• Continue to support the Young Enterprise Scheme, in partnership with Nelson Tasman Chamber of Commerce.</li> <li>• Depending on outcomes and funding, grow the (YEP) Youth Employability Programme (pilot extended into 2023).</li> <li>• Depending on investment, partner in developing the Youth Hub, an identified Te Taihū priority, and grow/deliver Grad Nelson Tasman and Intern Nelson Tasman.</li> <li>• Deliver a Digital Boost workstream for Nelson Tasman supporting strengthened capability across business cohorts.</li> <li>• Work with Project Kōkiri partners to advocate for a strategic regional skills hub, to position Nelson Tasman for major development to ensure necessary skills, training and business capability pipeline (notably next five years’ development to include Hospital Redevelopment, Science Tech Precinct).</li> </ul>		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>• Businesses have access to skills and people they need supporting reduced skill shortages young people have improved access to education to employment pathways.</li> </ul>		
Key Performance Measures	FY23 Target	Status
Priority Workforce Development Plan programmes included in NRDA Sol <sup>1</sup>	FY23 SOI includes Workforce Development programmes that align with the RSLG Workforce Development Plan	Implemented
Number of businesses engaged in youth transition and employment programmes	50 businesses engaged	50+ employers

<sup>1</sup> Subject to timing and funding



**NRDA Six Months Report December 2022**  
**Summary of progress**

<b>Progress Report</b>
<p><b>Skills Development</b></p> <ul style="list-style-type: none"> <li>• <b>Regional Skills Leadership Group</b> - NRDA represented via the CE and works with the RSLG to support development of the Regional Workforce Plans (RWP). The first Nelson RWP was published in July, with draft implementation plans prepared for aquaculture and older workers. Second RWP under way, focusing on Forestry and Wood Processing, and on the Visitor sector.</li> <li>• <b>Skills Hub regional bid</b> - partnered with regional stakeholders on major submission for the region to host one of three national Skills Hubs. Unconfirmed at year end.</li> <li>• <b>Industry reviews</b> - submissions/ participation/ co-hosting industry consultation sessions: Tourism Industry Transformation Plan, and Forestry Industry Transformation Plan, highlighting opportunity for Nelson Tasman’ strong wood processing sector to partner in delivering national goals. NRDA submitted to Government on the Te Pūkenga Organisational Direction and Design consultation paper, highlighting need for local representation and flexibility to regional subject and delivery needs.</li> </ul> <p><b>Education to Employment</b> (inspiring high school students into regional industry careers);</p> <ul style="list-style-type: none"> <li>• Fantastic Futures event (July) showcasing career options/ pathways - 34 employers/ organisations; 10 high schools; 170 students.</li> <li>• LifeLab careers website launched and promoted – interactive digital ‘careers hub’</li> <li>• YEP (Youth Employability Programme) pilot continues - three local schools</li> <li>• Pasifika Pathways careers event in partnership with the Nelson Tasman Pasifika Community Trust at Saxton Oval. 100 attendees.</li> <li>• 2023 career days under planning with industry: Trade Collective visits; Civil construction; Aquaculture; Hospitality, Hair&amp;Beauty, Forestry.</li> </ul>

<b>3.3 Business Innovation (Mahitahi Colab)</b>
<b>Activity</b>
<p>Work with/ through the Mahitahi Colab to:</p> <ul style="list-style-type: none"> <li>• Provide the physical space for collaboration, through coworking, events and co-location of key partners</li> <li>• Develop and deliver a programme of innovation initiatives such as: Startup Weekend; Creative HQ; NZTech engagement; business event series for example sector-specific Co.Starters / other acceleration activities; (Noting new initiatives depend on 2023/24 sponsorship)</li> <li>• Support/ align with Intelligent Guardians and RBP generated initiatives to drive innovation outcomes for the region (as opportunities arise)</li> <li>• Provide workplace learning opportunities for NMIT students (dependent on programme review and external funding)</li> </ul>
<b>Enabling Outcomes Supported</b>
<ul style="list-style-type: none"> <li>• Strong collaboration between local and central government, Iwi/Māori, businesses/industry, and regional stakeholders (Kōkiri methodology sustained)</li> <li>• Higher value visitors, workers, businesses, and investors in Nelson Tasman</li> <li>• Our people and businesses have access to advice, funding and upskilling opportunities, to support improved business and management capability</li> <li>• Young people have improved access to education to employment pathways</li> <li>• Improved R&amp;D investment and capability</li> </ul>

## NRDA Six Months Report December 2022

### Summary of progress

Key Performance Measures	FY23 Target	Status
Number and impact of business initiatives or events held in the Mahitahi Colab supporting innovation and numbers of participating businesses	80 events held at the Mahitahi Colab with 2500 total attendees (COVID-19 permitting)	96+
	Quarterly innovation event programme delivered	On track
	70% of businesses engaged with Co.Starters, programmes report an improvement in entrepreneurial capability	Q3
<b>Progress Report</b>		
<ul style="list-style-type: none"> <li>• 96 Mahitahi Colab events delivered; over 1, 200 attendees.</li> <li>• Innovation Framework completed to support future Innovation Programmes and work.</li> <li>• Industry 4.0 network (Callaghan Innovation partnership) presented ‘Mobile Showcase’ giving businesses and NMIT students opportunity to engage with technologies including internet of things, robotics, artificial intelligence, augmented &amp; virtual reality, 3D printing and digital twins. 85 attendees.</li> <li>• Callaghan Innovation ‘Lean’ workshop (November)</li> <li>• Hosted IT Professionals event, supporting increased engagement amongst the sector. Preparation for Co.Starters programme to commence March 2023. Work with Creative HQ to support their Impact Accelerator and Young Founder Incubator applicants in Nelson Tasman.</li> <li>• Business innovation profile series completed with NZ Entrepreneur magazine - seven businesses profiled for innovation and business achievements: DC Equipment; Hybrid Bikes; Kimer Med; Noologica; Switch Lighting; Carbon Crop; Kiwi Kai.</li> </ul>		

3.4 Sector Transitions and Development
Activity
<ul style="list-style-type: none"> <li>• <b>Climate Change:</b> Work with climate action groups to support industry solutions for reducing carbon footprint</li> <li>• <b>Oceans Economy:</b> Advance the development of the Te Taihu Blue Economy Cluster and the progression of priority projects. Continued engagement with industry to establish need and support; and secure funding to develop the cluster programme to enable projects, investment and profiling of the Blue Economy.</li> <li>• <b>Food and Fibre:</b> <ul style="list-style-type: none"> <li>• Build 2020/2021 work (F&amp;B Visitation Strategy and F&amp;B Co.Starters cohort) to develop and progress a regional food and fibre sector support plan for Nelson, which aligns with the Fit for a Better World strategy and already identified needs.</li> <li>• Work with MSD and the horticulture sector to deliver the “Pick Nelson Tasman” campaign to help address the seasonal labour shortage for harvest 2022/ 23 (based on industry demand)</li> <li>• Establish demand, and deliver if required, the “Catch a Job” campaign in partnership with the seafood sector and MSD Deliver (based on demand) a specialised F&amp;F Co.Starters Cohort to commence in 2022 with delivery into 2023</li> </ul> </li> </ul>

## NRDA Six Months Report December 2022

### Summary of progress

<ul style="list-style-type: none"> <li>• <b>Visitor Sector:</b> Continue to work with the regional Destination Management Plan Reference group to ensure wider regional insights to inform our activities</li> <li>• <b>All sectors</b> <ul style="list-style-type: none"> <li>• Deliver the Certificate of Applied Innovation in partnership with Creative HQ;</li> <li>• Supporting the IT sector through strategic and innovation focused events</li> <li>• All sector initiatives to include exploring opportunities to support and develop Māori businesses and work with iwi</li> <li>• Responsiveness: Capacity maintained to support sectors according to emerging issues</li> <li>• Business Event Programme (through Mahitahi Colab) which aims to build sector capability and networks according to identified needs</li> </ul> </li> </ul>		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>• Impactful engagement across key industry sectors ensures transformations and just transition programmes are aligned to industry needs/ opportunities.</li> </ul>		
<b>Key Performance Measures</b>	<b>FY23 Target</b>	<b>Status</b>
Business cluster activation	Te Taihu Blue Economy cluster established and 20+ businesses engaged	20+ businesses engaged
Sector support for reducing carbon footprint	3+ Partnership initiatives with climate action / industry sector groups directly supporting industry solutions for reducing carbon footprint	3
Visitor sector business support	6+ Visitor sector business resilience training and development delivered	4
<b>Progress Report</b>		
<p><b>Climate Change</b></p> <ul style="list-style-type: none"> <li>• Quarterly meetings with Businesses for Climate Action continue.</li> <li>• EECA Regional Energy Transition Accelerator programme - new initiative - NRDA is EECA's partner organisation for the Nelson Tasman Marlborough Pilot. First meeting held. Draft report scheduled Q2 2023.</li> <li>• Sector support for reducing carbon footprint: Filming for Mission Zero Food and Fibre podcast and on Blue Economy Podcast.</li> </ul> <p><b>Oceans Economy</b></p> <ul style="list-style-type: none"> <li>• Continued work to establish Moananui (blue economy cluster). Business plan completed, funding application to MPI for 2-years support presented to Government departments and discussed with Ministers Parker and Nash. Contract negotiation phase.</li> <li>• AUT Ventures partnered with Moananui businesses to showcase blue economy careers ('Blue Tomorrow'). Hosted Hatch, Aquaculture Venture Capital company to meet and network with regional blue economy businesses.</li> <li>• Founding partners agreed to support the cluster, pending government funding. Nature Conservancy Council also engaged.</li> <li>• MOU with Iceland Oceans cluster announced at Moananui end of year networking event.</li> </ul> <p><b>Visitor Sector - Sector projects and promotion as reported above.</b> Additional grant funding noted:</p> <ul style="list-style-type: none"> <li>• Government \$54m Tourism Innovation fund launched November. Co-funding requirement. Two streams: Discovery and Development. NRDA has brainstormed, communicated and engaged with local industry to identify opportunities and interest.</li> </ul>		

## NRDA Six Months Report December 2022

### Summary of progress

- The Great Taste Trail received Maintaining Great Rides MBIE funding, for the Waimea Inlet Enhancement Project. NRDA provided information/ application support, and is working with NCTT on 'connecting the tastes' scoping project to further enhance the trail.

Strategic Priority Area 4: Organisational Management and Performance		
4.1 Destination Management		
Activity		
<p><b>Activity levels assume future funding</b></p> <ul style="list-style-type: none"> <li>Investigate and manage appropriate funding partnerships to support delivery programme</li> <li>Work with national RTONZ network to identify future funding model/proposal for RTO/DMP delivery</li> <li>Note - Destination Management Plan funding unconfirmed beyond December 2022 at time of Sol submission</li> <li>In partnership with NCC, review the feasibility/business case for a re-developed/re-positioned i-SITE (type) model aligned to contemporary visitor needs and business viability requirements</li> </ul>		
Enabling Outcomes Supported		
<ul style="list-style-type: none"> <li>Higher value visitors, workers, businesses, and investors in Nelson Tasman</li> </ul>		
Key Performance Measures	FY23 Target	Status
Destination Management function sustainable future funding	Future model 2022 onwards: Investigate future funding model for destination management and marketing and private sector partnerships to support programmes in 2022/23 and 2023/24; Investigate and confirm future service levels, location and funding model for the i-SITE	Implemented. On track
Progress Report		
<ul style="list-style-type: none"> <li><b>Visitor Sector Promotions Programme</b> (noting absence of MBIE DMP funding post year 1): NRDA investigated alternative funding model and launched redesigned Partners Programme in October. Approximately \$60k revenue confirmed for year 1 (noting pre-COVID \$250k-\$300k pa).</li> <li>DMP reference group quarterly meetings continued.</li> <li>NRDA selected by TNZ and RTNZ as pilot to research how TNZ can better understand DMP planning and align work with RTO objectives.</li> </ul>		

**NRDA Six Months Report December 2022**  
**Summary of progress**

4.2 Wellbeing & Development		
<b>Activity</b>		
<ul style="list-style-type: none"> <li>Programmes established and maintained focused on building strong team culture and high performing team, including: staff development, culture development, and health, safety &amp; wellbeing protocols</li> </ul>		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>A highly skilled and high-functioning team will support all enabling outcomes.</li> </ul>		
Key Performance Measures	FY23 Target	Status
Staff wellbeing and development focus	Wellbeing and Development programme implemented by December 2022.	Delivered
<b>Progress Report</b>		
<ul style="list-style-type: none"> <li>Wellbeing and Development programme successfully implemented.</li> </ul>		

4.3 Sustainability		
<b>Activity</b>		
<ul style="list-style-type: none"> <li>Work with EKOS to measure NRDA business operations carbon footprint and elect to go Zero Carbon or Climate Positive once measurement is complete</li> </ul>		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>The sustainability strategic priority work programme supports all enabling outcomes</li> </ul>		
Key Performance Measures	FY23 Target	Status
NRDA Carbon footprint	Zero Carbon or Climate Positive certification is maintained	Delivered
The NRDA maintains a balanced/ positive budget	The NRDA maintains a balanced/positive budget	On track
NRDA delivers a clean Audit	NRDA delivers a clean Audit	On track
Zero lost-time work injuries	Zero lost-time work injuries	On track
<b>Progress Report</b>		
<ul style="list-style-type: none"> <li><b>Financials:</b> EBITDA, six months to December 2022, ahead of budget by \$177K; actual EBITDA of \$298K compared with budgeted surplus of \$121K. On track to deliver a balanced or positive budget for the year.</li> <li><b>EKOS Carbon Certification:</b> NRDA achieved Zero Carbon Business Light Certificate for 2021-2022.</li> <li><b>Zero lost-time work injuries:</b> No injuries have occurred in the six months to 31 December 2022.</li> </ul>		

**NRDA Six Months Report December 2022**  
**Summary of progress**

<b>4.4 Organisational Performance</b>		
<b>Activity</b>		
Review and update as necessary the range of stakeholders to be surveyed Develop a stakeholder survey to assess regional satisfaction with NRDA services, including collaboration, and provision of regional data, analysis and insights. Deliver survey analysis report in March 2022		
<b>Enabling Outcomes Supported</b>		
<ul style="list-style-type: none"> <li>Measuring our organisational performance will support all enabling outcomes.</li> </ul>		
<b>Key Performance Measures</b>	<b>FY23 Target</b>	<b>Status</b>
Positive stakeholder feedback on collaboration as demonstrated through 2-yearly review (March 2022 and 2024)	Positive stakeholder feedback on collaboration as demonstrated through 2-yearly review	Q3
<b>Progress Report</b>		
<ul style="list-style-type: none"> <li>Scheduled Q1 2023</li> </ul>		