

Economic, Finance & Community Committee Meeting

25 July 2023

This Report relates to Item 3 in the Agenda

“Annual Workplan - Economic Development Team”



Innovate
Marlborough
Annual Workplan
2023 - 2024

Marlborough



Annual Workplan

Innovate Marlborough

Marlborough District Council Economic Development Team

- Introduction and background..... 1
- Who we are, what we do, who we partner with.....2
- Long-term vision and goals4
- Measuring success.....6
- Conclusion.....9
- Appendices.....9
 - A. plan on a page.....10
 - B. Marlborough Economic Wellbeing Strategy11

< I > Introduction and background

With the Marlborough Economic Wellbeing Strategy well-received and our first full year of activity against this programme complete, we felt now was the right time to review, consolidate and update our plans for the coming 2023-24 year.

This paper will give you some background into our formation, a reflection on Phase I of our journey and an indication of how we will organise the next stage of our economic development activity for maximum impact.

Background:

- In 2018 Martin Jenkins engaged with the economic development team at MDC and published a report with a set of recommendations for the future to support economic development and wellbeing in the region.
- Covid interrupted the plans and processes and the Economic Development team put the TEAMS- covid recovery programme in place to support local businesses and the Marlborough Economy.
- After a couple of changes in the team, the Economic Development unit was awarded an extra \$100K per annum to implement an ambitious agenda for tech & innovation, including support for the Screen sector in the region through the LTP-process in 2021.
- The 2022 year was then fully focused on building the strategic frameworks for the region, which ultimately resulted in the official publication of the MEWS in December 2022.

Phase I of our implementation journey (the 2022/23 financial year) has seen us build good momentum:

We have spent time:

- Understanding and engaging the big economic sectors & drivers for Marlborough – Wine & Viticulture, Aquaculture, Forestry & Wood Processing, Food & Fibre Agri-sector, resulting in a fast-growing Agritech sector.
- Building strong relationships with economic stakeholders inside the region – the (virtual) ecosystem for tech & innovation.
- Building strong relationships with central government agencies with a focus on regional awareness, collaboration and investment.
- Building an exciting and buzzing activation programme that is supported and frequented by Marlborough businesses, investors, business services providers, industry bodies, research institutes and innovators.

We have also laid the foundations for Phase II by launching a new platform and fresh narratives to tell the Marlborough Business & Innovation story, incl. a brand refresh & new website.

< 2 > Who we are, what we do, who we partner with

Who we are

Innovate Marlborough is the Economic Development Team at Marlborough District Council. Unlike many other regions in New Zealand, service delivery for economic development falls under the Marlborough unitary council mandate.

The economic development team also manages the Screen Marlborough Regional Film Office for the region. The plan for Screen Marlborough, including accountability and key performance indicators, will be presented separately.

What we do

We deliver services that help drive economic activity, expansion and innovation as described in the Marlborough Economic Wellbeing Strategy 2022-2032 (MEWS).

The four pillars of our work are as follows:

- Economic Leadership, Vision, and Intelligence
- Tech & Innovation, R&D, and Transformation
- Business Capability, Workforce & Talent Development
- Investment & Talent attraction & Storytelling

We've chosen to simplify these pillars from the six pillars outlined in the MEWS by combining the Foresight and Intelligence pillar with Economic Leadership and Vision and the Business Capability pillar with Workforce & Talent Development.

Who we partner with

It is important to realise that we don't deliver on these pillars in isolation but instead work with several key partners across the region.

Business Trust Marlborough delivers under our Business Capability and Tech & Innovation, R&D and Transformation pillar by running Business Mentors, Angel Investors Marlborough, and a series of community meetups.

The **Marlborough Chamber of Commerce** delivers under the same two pillars by running the Regional Business Partner Programme and community meetups. It also contributes to the Economic Leadership, Vision and Intelligence pillar with its Regional Business Insights Survey. It helps with Workforce and Talent Development with the Education to Employment broker programme and the business education courses. It delivers in the Talent attraction and Storytelling space with the #weloveithere campaign and Regional Business Awards.

The **Regional Skills Leadership Group** supports Workforce and Talent Development and Talent attraction.

Destination Marlborough supports our Investment and Talent attraction and Storytelling pillar with their attraction campaigns and events.

Marlborough Research Centre contributes to our R&D agenda by connecting and seed funding locally based industry initiated and supported research (supported by research agencies such as Plant & Food Research and Bragato Research Institute).

Te Pukenga tertiary training plays an important role in business capability and workforce and talent development.

We partner closely with **Central Government Agencies** such as Callaghan, NZTE, MPI and MBIE to connect and potentially fund promising business initiatives under the Tech, Innovation, R&D and Transformation pillar.

And our various **Industry Associations**, including Marine Farming Association, Top of the South Wood Council and Wine Marlborough help with Economic Leadership and the Industry Transformation agenda, too.

These various contributors to our 'virtual' Economic Development team may be funded by council to varying degrees (Business Trust, Destination Marlborough and MRC) or may be self-funded via industry levies or central government support. They all contribute to the momentum created in the region.

What we don't do

It's equally important to recognise what we don't do, which includes:

- Tourism and visitor attraction, which is the responsibility of Destination Marlborough
- Regional events, delivered by Marlborough District Council Events advisor Samantha Young
- Business events, such as conferences, also delivered through Destination Marlborough

We collaborate regularly with our colleagues within Marlborough District Council and across Destination Marlborough to ensure that plans are aligned.

< 3 > Long-term vision and goals

Our vision as articulated in the Marlborough Economic Wellbeing Strategy is:

‘For Marlborough to have a thriving economy with a flourishing environment and vibrant communities’.

We are prioritising three long-term goals:

- 1) For Marlborough to be a **recognised leader in Agritech solutions in Australasia** – specifically in Marlborough’s leading economic sectors of wine and viticulture, aquaculture and the blue economy, and forestry.
- 2) **Accelerated cross-collaboration** between various industry sectors, businesses, and economic stakeholders to achieve efficiencies and increased productivity through technology and innovation.
- 3) **Te Ara o Tai: Telling the Marlborough stories** of Business, Tech & Innovation to attract investment, businesses, and talent to the region. The brand was designed in collaboration with DM so storytelling for the region is well-aligned.

We have added this third goal just this year to reflect the importance of celebrating the economic development momentum that is now in the region and translating this to inward investment of either financial or human capital.

This replaces a previous goal of ‘developing and adopting an economic wellbeing framework’, with phase I of this largely complete and phase II design now a key project deliverable for 2023/24.

In order to achieve the economic wellbeing aspects of these goals, we will focus on the following:

GOAL 1: Continue to build the Agritech journey for Marlborough and its Agritech industries, other areas of technology will be explored and be included in this journey.

- a. Further develop the eco-system for economic & regional development support, science, tech & innovation
- b. Complete the Tech & Innovation Hub journey and build businesses
- c. Continue and intensify the attraction and investment Agritech activities in the region
- d. Collaborate with national & worldwide leading universities/labs/regions/institutions on mapping out potential partnerships. We will always endeavour to collaborate with other MDC teams on this as well.

GOAL 2: Accelerate cross-collaboration:

Continue building on the work to establish cross-industry collaboration and innovation

- e. Further development of the Smart + Connected programme
- f. Innovation Days, Techweek & speaker events
- g. Further unlock the power of relationships between R&D, industry, and Government, including industry transformation plans
- h. Identify new collaborative industry projects across Marlborough specific industries

Support the region in its journey of sustainability and wellbeing economic outcomes

- i. Scoping a Marlborough economic wellbeing framework
- j. Further the development of relationships & visibility of Marlborough in Central Government economic development areas and keep pushing for Kanoa or other Government funds for improvements to Economic Wellbeing in the region

- k. Support sustainability, a circular waste economy, wellbeing projects and initiatives across industries and other teams within council
- l. Support education on sustainability, living standards and the wellbeing framework in the region

Continue to support internal MDC-teams collaboration with key industries and groups the Economic Development Team are working with e.g.

- i. Waste Strategies
- ii. Energy Initiatives
- iii. Big Data Projects
- iv. Collaboration with iwi

GOAL 3: Telling the Marlborough Story (in collaboration with DM)

Build a comms and marketing strategy for storytelling of the Marlborough business, tech and innovation stories

- m. Finalising the brand refresh and values validation piece to add and refresh the MEWS
- n. Develop a comms strategy for the refreshed Marlborough Brand
- o. Further develop channels to tell the stories of the region

< 4 > Measuring success

As we move into Phase II of our MEWS implementation, we now have many of the mechanisms for delivery in place and have summarised our [100] industry-specific initiatives and recommendations in the MEWS into 11 key cross-industry projects and a series of activation measures.

The ED team will be measuring success by delivering key project milestones and maintaining (or improving) programme activation levels in our key programmes.

Year	Quantitative KPIs: Key Projects	
23/24	Co-design a circular economy strategy for the region with the sectors	1
23/24	Co-design a Māori business support programme	1
23/24	Delivery of the Tech Hub and year 1 requirements	1
23/24	Regularise the Activation Programmes	4
23/24	Help deliver the Marlborough Food Producer's digital platform (within current budget)	1
24/25	Deliver a successful WinePro event collaborating with Wine Marlborough in July 2024	1
23/24	Launch and implementation of the new brand and website with the refreshed Marlborough logo	1
23/24	Develop and deliver (social) media strategy for the Economic Development Team	1
23/24	Review resourcing against our strategy and outcomes	1

While we will endeavour to maintain the activation levels outlined below, these will be deliberately fluid over the course of the year as we react to attendance levels, survey feedback, emerging new priorities and budget allocations.

Quantitative KPIs: Activation Measures		
Leadership	CEO Breakfasts	4 p.a.
Leadership	Infometrics Reports	4 p.a.
Leadership	Existing Sister Region Collaboration	1 p.a.
Tech and Innovation	Start-up weekend or innovation hack	1 p.a.
Tech and Innovation	Techweek (series of events)	1 p.a.
Tech and Innovation	Innovation Days	1 p.a.
Tech and Innovation	Accelerator programme	1

Business Capability	Manage Smart + Connected Groups	4 active groups
Business Capability	Business Trust Mentor Matches	Maintain existing levels
Business Capability	BTM and Chamber Community Meetups	Maintain existing levels
Workforce	Future of work conference	1 p.a.
Storytelling	Innovate Marlborough Newsletters	4 p.a.
Storytelling	Social media campaigns for specific projects	1 p.a.
Storytelling	Business awards nights (with MCOG)	1 p.a.

Lastly, in addition to our project milestones and activation measures above, we will also track metrics which indicate how the region is performing in key areas, but which are often impacted by factors outside of our control. As the Economic Development team, we have a role to monitor and influence these indicators. However, we don't necessarily measure the performance of our team against them.

Indicators		
Relative GDP Growth	As reported by Infometrics	Annual
Economic Development Stakeholder Sentiment Survey	Survey to be designed	Bi-annual and post event 'pulse' surveys
Population growth by demographic	As measured by Stats NZ	Annual
Employment Rates	As measured by Stats NZ	Annual
Inward investment levels	Including central government funding secured, investment into Marlborough based start-ups and Marlborough RBP funding disbursed	Case studies
Regional Economic Growth	Infometrics Reports	Quarterly
Business Confidence Survey	As conducted by Marlborough Chamber of Commerce	Bi-annual

Our stakeholder sentiment survey is to be designed but will include:

- **'Pulse'** surveys after key events with a target score of >70% (i.e. eventbrite Innovation Day was 4.7 out of 5 = 94%)

- **Bi-annual sentiment survey** for main stakeholders for Economic Wellbeing in the region with participants including:
 - Chamber of Commerce
 - Business Trust Marlborough
 - Angel Investors Marlborough
 - Wine Marlborough
 - MFA
 - Top of South Wood Council
 - RSLG
 - NZ Wine Centre
 - Bragato Research Institute
 - Sanford Bioactive
 - Callaghan Innovation
 - NZTE

This stakeholder survey may consist of a combination of closed and open questions about collaboration, programmes, visibility, benefit for the region, tangible outcomes & non-tangible outcomes.

The survey may also consist of open questions for feedback on:

- Collaboration
- Relevance/feedback on existing & new projects
- New ideas
- Importance for economic wellbeing for the region
- Any other business

< 5 > Conclusion

In summary, we're energised by the momentum we've created and excited to crack into Phase II of the MEWS agenda.

Phase II requires us to:

- execute on the key projects underway
- maintain the busy activity levels we have set this year in our activation programmes
- celebrate more vocally the work being done across the region and
- continue to co-design new strategies to keep our thinking relevant, innovative and moving forward.

We have an ambitious agenda (with limited budget) which will challenge us to think creatively and work even more closely with our wider virtual economic development team to leverage shared resources in pursuit of our shared vision.

We look forward to reporting against our plan over the course of the year.

< 6 > Appendices

- A. 2023–2024 Plan on a page
- B. Marlborough Economic Wellbeing Strategy

Innovate Marlborough


2023–2024 Strategy on a page




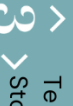
VISION

A thriving economy balanced w/ a flourishing environment and vibrant communities

OUR GOALS

- 

1 > Recognised leader in Agritech solutions in Australasia
- 

2 > Accelerated cross-collaboration, driving efficiencies and productivity through tech and innovation
- 

3 > Te Ara o Tai: Telling the Marlborough story to attract investment, businesses and talent to the region

OUR STRATEGIC PILLARS

- 

LEADERSHIP
For our regional economy
- 

TRANSFORMATION
Through tech, innovation and R&D
- 

BUSINESS CAPABILITY
To develop the workforce and talent
- 

STORYTELLING
To attract investment & talent

9 KEY PROJECTS

1. Circular economy strategy for the region
2. Maori business connection programme
3. Launch tech/innovation hub, and deliver Year 1 goals
4. Embed the activation programmes (below)
5. Help deliver a Marlborough food digital platform
6. Business showcase 2024 – WINEPRO (24/25)
7. Deliver refreshed brand and new website
8. Develop a (social) media strategy
9. Review resourcing against strategy and outcomes

ACTIVATION MEASURES

- | | | |
|--------------------------------|------------------------------|--|
| Leadership programme | Tech & Innovation | Business and workforce capability |
| Quarterly CEO breakfasts | Startup weekend | Active Smart+Connected Groups (4) |
| Quarterly Informetrics reports | Techweek & Innovation day | Business Trust Mentor Matches |
| Sister Region Initiative | Accelerator cohort (2024) | BTM and Chamber Community Meets |
| | | Future of Work Conference |
| | | Storytelling |
| | | Annual social media campaign |
| | | Quarterly newsletters |
| | | Annual business awards |

6 KEY INDICATORS *

- | | | |
|---------------------|---------------------------------|--------------------------------------|
| Relative GDP Growth | ED stakeholder sentiment survey | Business confidence survey – ED |
| | | Population growth by demographic |
| | | Employment rates |
| | | Inward investment levels (Incl. RBP) |

PARTNERSHIP

- | | | |
|-----------------------|---------------------|---|
| Industry Associations | Government Agencies | Research and Education Partners |
| | |     |

*In addition to our performance measures above, we'll track metrics which indicate how the region is performing in key areas, but which are often impacted by factors outside of our control. As the EDI, we have a role to monitor and influence these indicators. However, we don't necessarily measure the performance of our team against them.

A. PLAN ON A PAGE

B. MARLBOROUGH ECONOMIC WELLBEING STRATEGY

https://www.marborough.govt.nz/repository/libraries/id:2ifzri1o01cxbymxkvwz/hierarchy/documents/your-council/marborough-smart-and-connected/Marborough_Economic_Wellbeing_Strategy_2022-2032.pdf

