



# ANNUAL REPORT

Year Ending 30 June 2019

# Te Waka

## Te Waka - Anga Whakamua Waikato Driving Waikato Forward

The inspiration for the Te Waka logo comes from the takarangi/double spiral on the tauihu found between the two figures (tauihu figurehead and kaitiaki) and the multiple ripples made as the warrior's hoe is driven into the awa. The double spiral represents heritage (past) and opportunity (future). By using two double spirals, our logo represents the coming together of different people/kaupapa merging into one, to help drive the waka forward.



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## Who is Te Waka?



“Te Waka  
is all about  
helping the  
Waikato  
reach its full  
potential.”

Te Waka is Waikato’s regional economic development agency. Formally established on 6 July 2018, Te Waka is a business-led and governed organisation established to drive economic growth in the Waikato.

Te Waka is all about helping the Waikato reach its full potential. It does this by supporting economic priorities in the Waikato Plan.


The Waikato Plan is the overarching strategic plan for the whole region that was developed by the region’s leaders to address the challenges the region faces. It provides an action plan to support the integrated development of the region for the next 30 years. The guiding principles of the Plan are as follows:

- 1. Together we are stronger. Collaboration builds strength and understanding, fills gaps, and cuts out duplication.**
- 2. To succeed as a region, all parts of the Waikato must be as successful as they can be.**

In support of the economic outcomes aspired to in the Waikato Plan, Te Waka’s objectives are to:

- **Lift economic performance across the Waikato region.**
- **Attract, retain and grow investment, talent and business across the region.**
- **Champion and lead the region’s collective voices for economic and business needs and opportunities.**





We work in partnership with existing economic development structures, iwi, business, government and community organisations to get things done and to unearth opportunities that will lead to jobs, prosperity and sustainable economic growth for everybody, thereby improving well-being for all communities.

In early September 2018, Te Waka formalised its relationship with Waikato Councils by way of a series of partnership agreements. These agreements have guided the organisation's development and outline performance measures that councils assisted to develop.

This is the first annual report from Te Waka. It summarises Te Waka's performance for the last financial year, how well Te Waka has delivered on economic development, and Te Waka's performance against the functions outlined in the partnership agreements with councils.

*Te Waka members and their kaumātua Tame Pokaia gathered together on a special Waikato historic site opposite Taupiri mountain on Hākarimata road called Kaitōtehe in 1998. Tame gave a brief overview of the site which is the location and home and pā of the first Māori king Pōtatau, and Church Mission station. There is one notable surviving fruit tree there today which was planted by the Missionary Reverend Benjamin Yates Ashwell in the 1840's. Te Waka was launched in this site with a karakia by Tame Pokaia and Kiingitanga Archdeacon Ngira Simmonds.*





## Organisational Directory



### TE WAKA BOARD

#### DALLAS FISHER, CHAIR

Dallas has been one of the most innovative leaders in Hamilton/Waikato for the past 20 years. He is a Director and Co-owner of the Montana Group; Chairman of Ngai Tahu Tainui Go Bus Holdings; former Chairman, current Board Member and shareholder in the Chiefs Rugby Club; Director, Shareholder and Board Member of NDA Group; Chair of Te Waka; and Founder of 37 South Events. He has introduced industry changing strategies and approaches in the Hospitality and Events Industry and was crucial to the acquisition and successful operation of the inaugural Hamilton based HSBC NZ Sevens Tournament in 2018. Dallas was made an Officer of the New Zealand Order of Merit, in the June 2018 Queens Birthday Honours list for Services to, Business, Philanthropy and Sport.



#### KIRI GOULTER, DEPUTY CHAIR

Kiri Goulter is a highly accomplished tourism, economic development and governance professional. From 2009-2016 Kiri was Chief Executive of Hamilton & Waikato Tourism, and has held management roles with Tourism New Zealand and Enterprise Northland. Kiri has worked extensively across the public and private sectors and is currently assisting central government in destination management and planning for tourism and economic development.

Kiri is a member of the Institute of Directors, a member of Waikato Institute of Technology's (Wintec) governing Council and Trustee of Te Awa Cycle Trail. Kiri holds a Graduate Diploma in Economic Development (AUT) and was a finalist in the New Zealand Tourism Awards 2015 and New Zealand Women of Influence Awards 2013.





#### **KIM HILL**

Kim Hill is a top-level business strategist, mentor and consultant who is widely sought after throughout New Zealand for her expertise and skills in all areas of running a business. A successful entrepreneur and business woman herself, Kim facilitates, mentors, delivers conference addresses, and provides a sounding board to help people define and achieve their goals, whether they be individuals or corporate businesses. Her remit is business consolidation, growth and improved productivity and she gets consistent, solid and significant results.

Kim is passionate about Māori Economic Development and has an unswerving commitment to achieving measurable, sustainable results through strengthening our networks and ecosystems.

Kim is also a Director of SODA Inc and Founder and Chair of Te Humeka Waikato Māori Business Network.



#### **LES ROA**

Director of Longveld Ltd, Longveld specialises in stainless steel fabrication and manufactures processing systems for air, water, steam and food for companies such as Fonterra, Genesis, GEA Group and Associated British Foods. Les was the managing director from 1992-2013 and during this time led the company's growth in becoming a significant New Zealand enterprise.

Longveld is actively involved in apprenticeship training and developing career pathways for youth, and is particularly working to attract more women into the trades. Working with Te Puni Kōkiri, Mana in Mahi, WINZ, Wintec and WECA in these endeavours.

Les was awarded the Leader of the Year at the Waikato Business Excellence Awards in 2009.



#### **CHRIS JOBLIN**

Chris Joblin joined Tainui Group Holdings, the intergenerational investment arm of Waikato-Tainui in 2009, and has been CEO since mid-2015. He is passionate about delivering sustainable long-term returns and employment outcomes for the 76,000 members of the iwi and for the Waikato region. He is a director of TGH's hotel, residential, retail and commercial property businesses, and an active champion for TGH's 480 hectare inland port and mixed use development at Ruakura. He is a member of the NZ Institute of Accountants (CA) and the Institute of Finance Professionals NZ (INFINZ - CTP).

## IWI REPRESENTATIVE BOARD MEMBER

We look forward to welcoming an iwi representative to the Te Waka board shortly.

## ADVISORY BOARD MEMBERS

### **BLAIR BOWCOTT**

A senior executive with 20 years' experience at Hamilton City Council, including the last 12 years in General Manager, Acting Chief Executive and Executive Director roles.

Accustomed to rapidly changing environments, the demands of a high growth region and a Council focused on delivering tangible outcomes for the City, Blair has experience across all parts of Council including setting strategy, growth management (planning, funding and financing), leadership of large teams, delivering complex projects as well as leadership and sponsorship of regional and national initiatives.

### **ROB WILLIAMS**

Rob Williams has been a Local Government Chief Executive since 2007 serving both Taupo District and Thames-Coromandel District during that time. As a Chartered Engineer of the Institution of Civil Engineers, UK, Rob has over 30 years of professional management experience including the successful completion of a wide range of infrastructure projects in both the private and public sector.

As previous Chair of Collaboration Bay of Plenty (CoBoP) from 2009-2013, Rob worked to ensure that both Central and Local Government agencies remained connected and endeavoured to find collaborative outcomes for the challenges that we all faced. During that period CoBoP represented 8 Local Government Authorities and 26 Central Government agencies located in over 115 different locations employing over 8000 staff.







### **KAUMĀTUA TAME POKAIA**

Tame Pokaia is from Waikato's Ngati Mahuta and Ngati Hikairo hapu from Kawhia. He grew up on Turangawaewae marae. He credits the marae as one of his special places of learning and has developed a deep understanding of culture, te reo Māori, and King movement. The experiences and memories gained have been invaluable in his life.

He completed a Diploma in Teaching Te Ataarangi from Waikato Institute of Technology in 1996, where he started as a tutor for Wintec's Māori Studies Department. He also holds a Bachelor of Arts (First Class Honors) from the University of Waikato.

Tame has a real interest in knowledge and research. Some of his favorite topics include: Tainui history, ahika, kingitanga, tribal landmarks, raupatu, poukai, mana whenua and whaikorero. Some of the organisations he is kaumātua or advisor of include Wintec, Hamilton City Council, Te Waka and others.



## **LEADERSHIP**

### **CEO, MICHAEL BASSETT-FOSS**

Michael grew up in Hamilton and went on to spend many years in senior executive roles in New Zealand and abroad.

Prior to joining Te Waka Michael was the project director of the multimillion dollar Water Wairarapa project, and is the former chair of Economic Development Associations of New Zealand (EDANZ) and was manager of economic development at Hawke's Bay Regional Council where he led the development of Hawke's Bay's Regional Economic Development Strategy.



## Chair & CEO Report

*Top left: Te Waka Chair  
Dallas Fisher.  
Top right: Te Waka CEO  
Michael Bassett-Foss*

## CHAIR'S REPORT

In 2018 Te Waka was successfully established as the Waikato Regional Economic Development Agency.

This was an historic achievement for our region as we gained partnership agreements with 10 of the region's local councils. We also secured sponsorship agreements with leading businesses, while maintaining continued support from regional trusts.

### REGIONAL SUPPORT

To kick off our vital work in the region, the Waikato Economic Development Summit was held at Lake Karapiro in August. This was supported by the region's business, community and political leaders where we launched the Waikato Regional Economic Development Programme for 2018 – 2022.

It was also affirming to receive subsequent acknowledgement from central government of the regional funding priorities outlined in the Programme.

### START-UP PHASE

Te Waka's first operational year has been a start-up phase. The first six months focused on establishing the organisation and gaining initial traction and the second six months was about consolidating our operations.

Getting Te Waka up and running into a fully functional Regional Development Agency (RDA) will continue into year two as final funding is secured.

Despite an ambitious timeframe, major milestones have been met in the development of Te Waka, with the Regional Business Partner Programme continuing to deliver services and grow further.

“The next  
12 months  
will focus on  
securing final  
funding and  
scaling up”

## AN EXCITING FUTURE

To date, we have focussed on the start-up of Te Waka, getting the right people on board, and achieving initial traction. Thank you to the members of the Te Waka Establishment Board, our chief executive Michael Bassett-Foss, and the rest of the Te Waka team for your passion, commitment and contributions.

Our gratitude also goes to our partners, government and community organisations for supporting us and their willingness to engage in the development of our strategies and plans.

The next 12 months will focus on securing final funding and scaling up Te Waka’s operations to maximise opportunities for fostering economic growth in the Waikato.

We thank those who have journeyed with us so far and look forward to achieving further benefits for our region.



**Dallas Fisher**  
Chairman

## CEO’S REPORT

Following my appointment as Te Waka CEO in September 2018, we immediately began working to achieve tangible outcomes related to the Waikato Regional Economic Development Programme for 2018 – 2022 that was developed at the Summit.

It is a pleasure to report we’re on track with these plans and below are a few of the highlights from our first year.

### HIGHLIGHTS

- The New Zealand Trade and Enterprise (NZTE) and Callaghan Innovation funded Business Growth Team was integrated into Te Waka.
- Te Waka exceeded its contracted targets for business engagement. It distributed \$500,000 of capability funding from NZTE and facilitated \$5.6m of R&D funding from Callaghan Innovation to businesses in the region, with additional matched funding from businesses. Te Waka has a further \$25m of R&D funded projects in the pipeline to be considered.



“We have  
actively  
supported  
a total of  
\$90m of PGF  
applications”



- In November, we hosted the national Regional Business Partner (RBP) conference in Hamilton, showcasing our region to more than 80 economic development practitioners.
- The ‘hub and spoke model’ for service delivery with the Te Waka headquarters located at Waikato Innovation park was expanded with spokes established in Te Awamutu, Cambridge and Te Kuiti where staff are regularly located to deliver services locally.
- With funding support from WEL Energy Trust, the Waikato Story achieved growth targets. Management of the Waikato Story transitioned to Te Waka, and budget was secured to initiate redevelopment of the digital platform with stakeholder engagement from June 2019.
- We secured a partnership with CultivateIT, providing tech sector leadership, as well as the launch and implementation of the Waikato region’s digital strategy. The region hosted a successful Techweek 2019, bigger and better than previous years.
- We partnered with iwi and Te Puni Kōkiri to implement the 2018 Māori Economic Action Plan and Agenda. With 2/3 of the 2018 actions needing a review, we supported the development and launch of Te Whare Ohaoa. The Waikato Region Māori Economic Development Action Plan refresh was completed in June 2019.
- Under guidance from the Waikato Labour Market Leadership Group, we developed and launched the Waikato Labour Market Strategy 2019 in April. We also initiated an associated partnership with the Ministry for Social Development to second part-time staff and resources to support implementation of the strategy.
- As at 30 June 2019 the Government’s Provincial Growth Fund (PGF) has confirmed funding of \$3.3m for the Waikato region, we have actively supported a total of \$90m of PGF applications which are under consideration, the total value of these projects with stakeholder co-funding is \$300m.
- The Southern Waikato Economic Action Plan was completed, with subsequent applications for funding submitted to the Provincial Growth Fund.
- Quarterly economic updates were released on the Waikato region on the themes of labour market and productivity, sector growth and productivity, and tourism sector overview.



“A key challenge for Te Waka is the latent potential for economic growth support and action right across the region”

## FINANCIAL PERFORMANCE

Te Waka is an independent company funded by a mix of local, regional and central government, large businesses and regional trusts. The model allows local public funds to be leveraged by other funding sources to deliver more value on the ground.

Leadership by the business community and funding from business partners was a founding principle of Te Waka. Business sponsors confirmed funding of more than \$300,000 to leverage the funding from central government and 10 Waikato councils.

At the end of the financial year, a further \$300,000 in funding proposals were being considered by businesses, which we aim to convert into delivered programmes during the coming year.

## LOOKING AHEAD

While 2018/19 was a start-up year, Te Waka accomplished some great outcomes for our region. None of this would have been possible without the help of my team. Each of our staff is passionate about making a difference for the businesses we support and partners we work alongside. I thank them for their great work.

During the next year a key challenge for Te Waka is the latent potential for economic growth support and action right across the region, and the demand for Te Waka's support and services which has now been unleashed. This is a challenge my team is prepared to enthusiastically meet head-on, and we look forward to working with our partners to deliver.



**Michael Bassett-Foss**  
Chief Executive



# TE WAKA'S DELIVERY OF REGIONAL ECONOMIC DEVELOPMENT FUNCTIONS & SERVICES

## Getting the Waikato Agency Up & Running

### ESTABLISHMENT

The design of both the governance and operation of the Waikato Regional Economic Development Agency (REDA) was overseen by an Establishment Board, selected by the Mayoral Forum. The Establishment Board members were:

- Dallas Fisher (Chair)
- Blair Bowcott
- Kiri Goulter
- Kim Hill
- Chris Joblin
- Les Roa
- Rob Williams

At this time, Stuart Gordon, CEO of Waikato Innovation Park, was also appointed as the establishment Chief Executive for the Waikato REDA. The Establishment Board, with support from the establishment CEO, oversaw all decisions on organisational design, funding and governance, and referred all major decisions to the Mayoral Forum for confirmation and feedback. The support of Stuart and the Waikato Innovation Park Board in the establishment of Te Waka has been invaluable.

Waikato Regional Economic Development Ltd was officially created as a limited liability company on 6 July 2018. At the same time the Waikato Economic Development Trust was established to hold the shares in the company. Two trustees were confirmed:

- **Simon Lockwood**, who in addition to his business leadership roles is the chairman of the Waikato Institute of Directors; and
- **Alice Thame** – a senior accountant with Dairy NZ and the local leadership team leader for the Chartered Accountants Association for Australia and New Zealand (CAANZ)



A trust deed, company constitution and establishment business plan were developed in June 2018 and formed the foundation documents for the entity.

Agreements were developed with Waikato Innovation Park for the provision of office space and services.

The company operated under the interim name of Waikato REDA while work was undertaken on a final trading name. Te Waka, Anga Whakamua Waikato, was launched at the Waikato Economic Development Summit in late August 2018.



## THE BOARD & STRATEGIC PLANNING

Five of the Waikato REDA Establishment Board members transitioned to directors of Te Waka to ensure the momentum of the organisation was maintained throughout the start-up phase.

In keeping with the Te Waka constitution, local government members of the Establishment Board have been retained as non-director Special Advisors. Tame Pōkaia, as Te Waka's Kaumātua, has also been appointed as a Special Advisor to the Board. Dallas Fisher was confirmed as the Chair and Kiri Goulter was subsequently confirmed as Deputy Chair.

The board held a strategic planning day in February 2019. The board agreed on the following strategic business priorities for the 2019/20 period as Te Waka becomes fully operational:

- Provide and advocate for economic development leadership.
- Deliver on core economic development functions outlined in the business plan.
- Clearly define the value proposition of Te Waka.
- Focus and deliver on the big “projects” and priorities for the region.
- Select projects and areas most likely to add value to the region.
- Communicate our story and that of successful regional economic development.
- Refresh the Waikato Story and integrate it alongside Te Waka's communications.

These strategic objectives have formed the basis of the organisation's business plan for the 2019/20 year. The 2019/20 business plan was signed off by the board in June 2019.





## FUNDING

Securing the necessary funding for Te Waka commenced early in 2018 with a series of roadshows with all local authorities in the region.

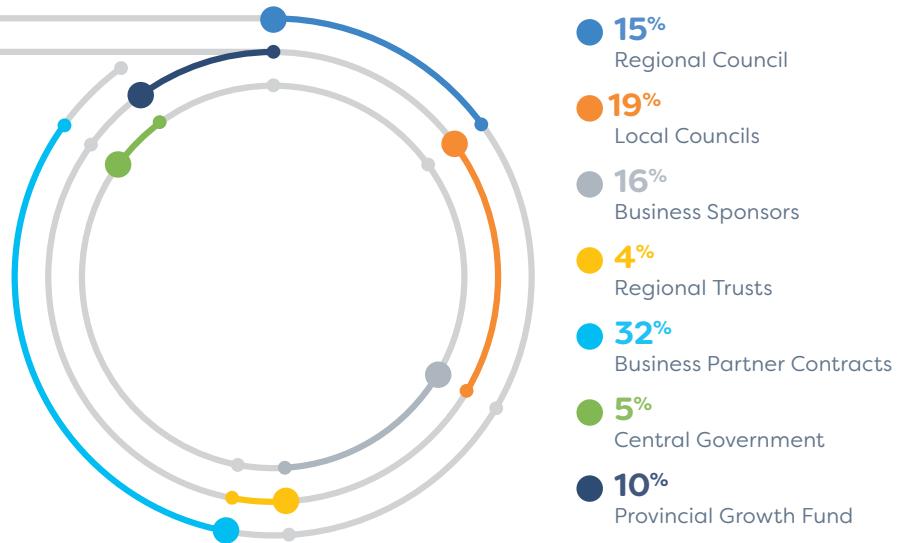
Proposals for local government funding were for three-year periods and were included in each respective council's 2018-2028 Long Term Plan.

Funding was sought from all local authorities in the region except Taupō and Rotorua. All funding requests were approved.

Te Waka is an independent company funded by a mix of local, regional and central government, large businesses and regional trusts. The model allows local public funds to be leveraged by other funding sources to deliver more value on the ground. Committed funding for the year ahead totals approximately \$2m comprising:

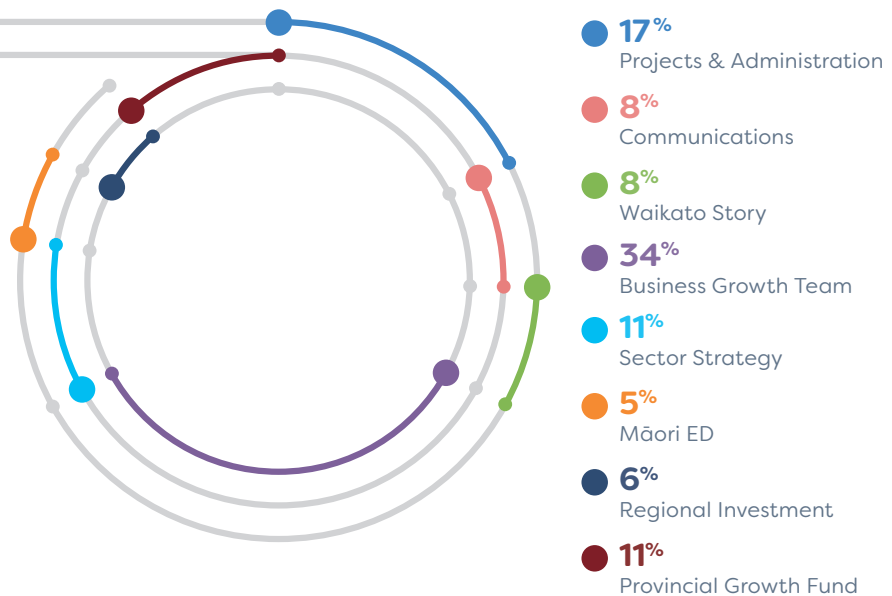
- A partnership agreement with nine Waikato local authorities account for 19% of funding.
- Waikato Regional Council contributes 15%.
- Large business sponsors account for 16% of funding with a further \$300,000 being considered.
- 4% had been attributed to regional trusts with a funding application for \$260,000 being considered as at June 2019.
- Government contributes 32% via the Regional Business Partner Programme and a further 15% from other programmes such as the provincial growth fund.
- Additional funds are provided from business partners and government agencies for specific projects, such as Ministry for Social Development secondment of staff for the labour market programme.

## CONFIRMED FUNDING SOURCES



## 2019/20 BUDGET SPEND

The 2019/20 business plan allocates these funds to the following programmes.



**Note 1.** Funding proposals for additional business sponsorship to the value of \$300,000 are currently being considered by businesses and are not included in the above figures.

**Note 2.** A funding application to WEL Energy Trust for ongoing development of the Waikato Story was lodged in June 2019 and is not included in the above figures.

**Note 3.** Funding from other Government sources relates to funding and secondment support for staff resources from Ministry for Social Development and Te Puni Kōkiri. This is targeted at implementation of the Regional Labour Market Strategy and support for the Māori economic development programme.

## OUR FUNDERS



L-R: Tony Kane, Amy van Garderen, Jannat Maqbool, Tammee Wilson, Michael Bassett-Foss, Craig Purcell, Novell Gopal, Peter Davey, Ashleigh Turner, Kahurangi Malcolm.



## PEOPLE

In September 2018, the Board appointed Michael Bassett-Foss as inaugural Chief Executive of Te Waka, with **Harvey Brookes** announced as Chief Operating Officer.

**Ashleigh Turner** started as Business Growth Advisor in November 2018, with **Amy Van Garderen** taking on the role of Marketing and Communications Manager in January 2019.

Along with **Tony Kane** heading the Business Mentors programme in Waikato, the Business Growth Team form a key part of the growth engine for Te Waka, particularly focusing on enterprise development in a 'hub and spoke' model based at Waikato Innovation Park and locations throughout the region.

The Business Growth Team formally transitioned from Waikato Innovation Park to Te Waka in October 2018 via the novation of the Regional Business Partnership agreement with Callaghan Innovation and NZTE. The team comprised **Craig Purcell**, Business Growth Manager, and advisors **Peter Davey**, **Novell Gopal**, **Hayley Smith** and **Kahurangi Malcolm**.

**Jannat Maqbool** and **Tammee Wilson** started with the Business Growth Team in March and June 2019 respectively as part-time temporary positions to cover parental leave vacancies for Hayley Smith and Kahurangi Malcolm.

The Chief Operating Officer, Harvey Brookes, left Te Waka in April 2019. Harvey contributed significantly to the formation of Te Waka and its start-up phase.

**Michelle Hollands** has been appointed to the role of Strategic Partnerships and Projects Manager and other positions will be filled throughout the remainder of 2019 as funding allows. This will include key roles of Māori Economic Development Advisor, PGF programme management support, and Investment Management.



## WAIKATO ECONOMIC SUMMIT & PROGRAMME

Before it got down to business, Te Waka asked the Waikato economic leadership community what the region's economic growth priorities should be for the next few years.

To do this, 250 of the region's business, iwi, community and local government leaders were invited to a *Waikato Economic Summit* for two days in late August 2018. They were challenged to "agree what economic development initiatives will have the greatest impact for the Waikato and its people".

Held at Lake Karapiro, the event provided the ideal launching platform for Te Waka with the Minister for Regional Economic Development Hon Shane Jones in attendance. Participants were welcomed into the summit by local hapū, Ngāti Koroki Kahukura.

The Waikato Regional Economic Development Programme (2018 – 2022) brings together all the ideas and decisions from this summit. The Programme also captures the work of previous regional economic development organisations, including Waikato Means Business and the many others currently involved in economic growth of the Waikato. The Programme was launched on 14 November 2018. It guides the work of Te Waka and provides input into regional funding priorities for government.





## CROSS CUTTING PRIORITIES

### ECONOMIC LEADERSHIP

Where Te Waka will have a major leadership and co-delivery role



### MĀORI ECONOMIC DEVELOPMENT

Advancing Māori business success and economic wellbeing right across the region



### SKILLS, EDUCATION & TALENT

Developing our people as our greatest economic and social asset, with a focus on creating jobs



### TRANSPORT

Building the connectivity networks the region needs to succeed, now and in the future



### HOUSING

Supporting the work being led by the Waikato Plan to address the region's housing shortage and affordability issues

## Programme Priorities

## SECTORAL PRIORITIES



### PRIMARY PRODUCTION & AGRI-TECHNOLOGY

Sustainably growing the region's livestock farming and meat processing, dairy, horticulture, aquaculture and forestry industries



### TOURISM & CULTURAL ASSETS

Developing and accelerating tourism-based destination and infrastructure developments, creative and cultural industries and environmentally based/ eco-tourism



### MANUFACTURING & ENERGY

New Zealand's manufacturing powerhouse, realising our potential as the sustainable energy and circular economy centre of New Zealand



### HIGH PERFORMANCE SPORT

Building our infrastructure, facilities and experience as the centre of high-performance sport in New Zealand



### AVIATION

Leveraging off our location, current infrastructure and industry advantages to build an internationally competitive aviation cluster



### DIGITAL & ITC

Growing the region's ICT industry cluster, improving digital connectivity, learning and employment



### FREIGHT & LOGISTICS

Leveraging off our connectivity and proximity to major land and seaports and central location within the golden triangle



### CONSTRUCTION

Focusing on opportunities where housing is a limiting factor for economic growth



## Business Growth Services

Te Waka provides business growth services via the Regional Business Partner (RBP) Programme in the Waikato region under contract from NZTE and Callaghan Innovation.

In November 2018, Te Waka hosted the more than 80 people who provide RBP services throughout the country over two days at Zealong Tea Estate in Hamilton. It was an opportunity to showcase our region and was built on a programme that highlighted food, tourism and technology. We received extremely positive feedback from conference delegates about the conference and the venue.

In January 2019, Te Waka was successful in gaining an extension of the Regional Business Partner Programme for another two years through until June 2021.

In the last six months, the Te Waka team has extended its business growth services hub-and-spoke model into the Waitomo District, with a launch event held in Te Kuiti on 18 April. Since the launch more than 20 businesses have signed up for advisory services.

Te Waka established a hub in Te Awamutu/Cambridge in mid-2018. Discussions continue with Matamata Piako District Council, Otorohanga District Council, and Otorohanga District Development Board about establishing hubs in these towns over the coming months.

**451**  
CLIENTS

**Results for the Business Growth Team  
for the 2018/19 year follow.**

**\$500**  
THOUSAND  
FUNDING

Client Engagements finished ahead of budget (451 actual, 415 target), showing the continued adoption of services across the region.

**+56**  
NPS  
SCORE

Capability Voucher scheme funding from NZTE supported businesses in the region with **\$500,000** (matched by businesses) worth of funding for capability development.

**\$5.6m**  
ACROSS 24  
PROJECTS

Net Promoter Score (NPS) sits at +56 for Te Waka's business growth services, which is an excellent result. The NPS is an index ranging from -100 to +100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

Callaghan Innovation co-fund R&D projects with businesses. The value of successful funding applications to Te Waka's business growth services from Callaghan Innovation totalled \$5.6m across 24 projects in the last year. The pipeline of potential R&D projects totals \$25m.







## Waikato Story

Waikato Story was a key initiative of Waikato Means Business - the business-led governance group responsible for implementing the region's economic development strategy before the creation of Te Waka.

The Story aims to reinforce local people's pride in the region while also helping communicate the region's value to potential business investors, workers, visitors, students and families.

With Te Waka appointing Amy van Garderen as Marketing and Communications Manager in early 2019, Te Waka has taken over management and delivery for Waikato Story.

The digital platform that underpins the Waikato Story was developed as an interim solution. In its 2019/20 Business Plan, Te Waka has planned and funded the development of a new digital platform. This is a significant undertaking estimated to cost upwards of \$100,000 and will allow substantially more flexibility in the management and marketing of content on the platform, and integration with other digital channels.

Te Waka is engaging with key stakeholders about the redevelopment of the digital platform and repositioning of the Waikato Story. This process started in June 2019.

While the digital platform is being developed, Waikato Story will continue to operate as a channel to celebrate the success stories in the region. Te Waka will work with councils and other stakeholders for the development of content, and ensure the Waikato Story fully complements other regional and local digital platforms.



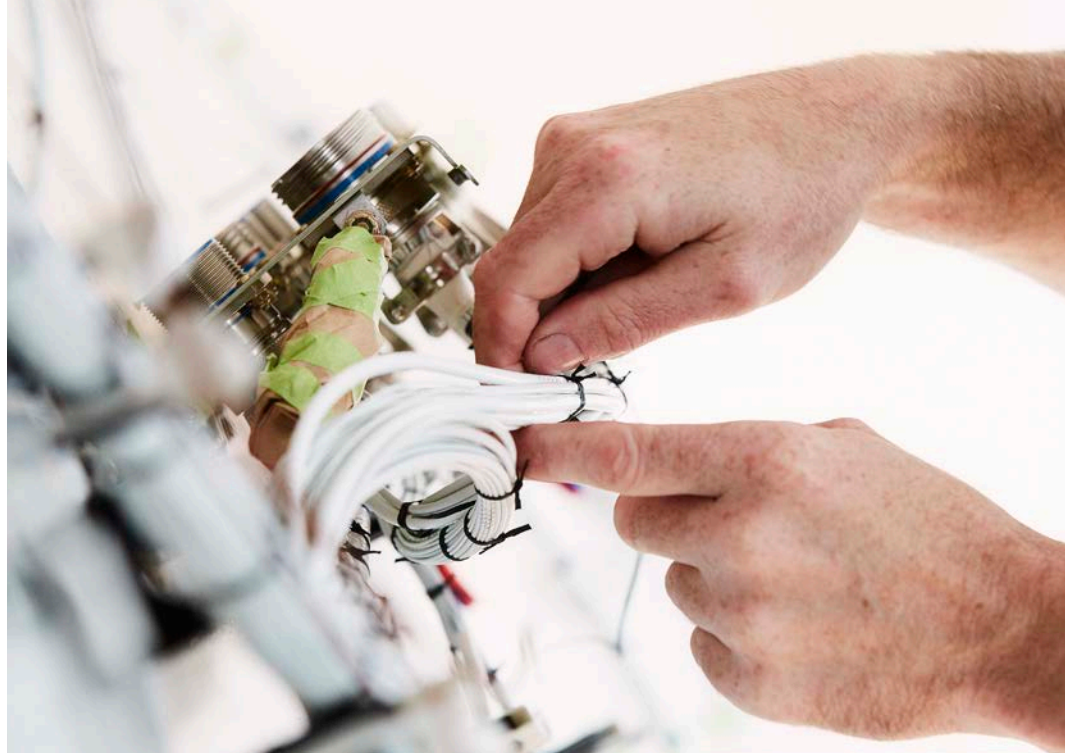
## Regional Investment Programme

Te Waka has supported major regional investment opportunities across all local authority areas.

Opportunities include businesses looking to relocate from Auckland or other parts of the country, such as the Comfort Group. Support has been provided to local business development opportunities like Te Awa Lakes. Assistance has been provided to overseas entrepreneurs assessing parts of the region to establish businesses. Investments of this scale take many years to transpire into outcomes of jobs and growth.

Te Waka has initiated discussions with NZTE to establish a 'front door' and a coordinated programme for Waikato for international investment and investor category migrant opportunities.

In the 2019/20 Business Plan, Te Waka has allocated budget to appoint an Investment Manager, who would manage our regional investment programme. Te Waka will work with local authorities to develop and implement the role in a way which fully aligns with their investment facilitation activities.



## Sector and Industry Development

In the second half of 2018, Te Waka partnered with CultivateIT to develop a digital stocktake and strategy for the region.

CultivateIT is an association established by the tech sector - a sector body responsible for connecting the technology ecosystem and driving technology innovation.

In late 2018, Te Waka reached an agreement with CultivateIT to support and fund a part time role to help coordinate the delivery of the digital programme of work for the region. The agreement was for a six-month period during which time CultivateIT would ensure the sustainability of the programme through funding and support from within the sector.

Aims of the Digital Strategy are:

- Close the digital divide to provide digital infrastructure and capability in areas where there is currently limited provision.
- Build the digital skills and capacity of the region.
- Support small and medium size businesses with digital transformation.
- Support regional smart cities initiatives, implementing technology to provide better services to communities and information for decision makers.
- Foster regional technology innovation.

During the 2019/20 year, Te Waka plans to lead and support the development of plans for a further two priority sectors in the region. Te Waka is also supporting efforts in forestry, construction and high-performance sport. Work is underway to develop strategies and plans on how to best leverage these sectors for the region.



*Te Whare Ohaoha Launch  
L-R Tauawhi Bonilla, Ashleigh  
Turner, Rachel Jones, Rukumoana  
Schaaflhausen, Bella Takiari-  
Brame, Jessica Nadu-Templeton*



## Māori Economic Development Programme

During the 2018/19 year, Te Waka has supported activity related to Māori economic development via the funding of a part-time role.

This resource has enabled Te Waka to support iwi and Te Puni Kōkiri to progress the Waikato Māori Economic Development Plan and Agenda. This plan was launched in February 2018 and was co-funded by Te Waka's predecessor organisation- Waikato Means Business.

Over the past year Māori collectives, Māori business, whānau and rangatahi have developed and participated in a range of research, education and networking initiatives. They have built and brokered relationships, collaborated on multi-stakeholder projects within technology and tourism sectors, and stimulated and supported the possibilities for innovation.

Key learnings from implementing the 2018 action plan, Te Whare Ohaoha have guided a refresh of the action plan. Te Waka has supported Te Puni Kōkiri and iwi with the refreshed plan, which was launched by Minister Mahuta on 14 June 2019.

Te Waka continues to integrate Māori economic development outcomes across other streams of work through a focus on Māori enterprise. The Business Growth Team has set a target to grow business engagements to 15 per cent for Māori business.

Te Waka continues to partner with key stakeholders for Māori business events including Waikato-Tainui and Te Humeke. A highlight for the year was the Māori Tech Showcase involving Waikato Tainui and Te Puni Kōkiri. It was the headline event at Techweek 2019, which was attended by over 1000 people.

Under guidance of our Kaumātua, Tame Pokaia, Te Waka will engage with iwi across the region to understand how support can be provided for the economic development aspirations of individual iwi.

Te Puni Kōkiri has provisionally allocated funding for a 0.5FTE that will allow Te Waka to appoint a full time Māori Economic Development Advisor to progress the Māori economic development programme.





## Regional Labour Market Strategy

The first Waikato Regional Labour Market Strategy was developed by Waikato Means Business in 2014. A Labour Market Leadership Group has met every two months since then to share information, receive relevant reports and respond to objectives in the Strategy.

In late 2018, the Labour Market Leadership Group, with support from Te Waka, and funded by MBIE undertook a refresh of the strategy. The refreshed Waikato Labour Market Strategy was launched in April 2019.

The 2019 Strategy aims to inform the priorities of Te Waka in its efforts to bring about stronger regional connections and collaborations, and to develop action-focused, sector led initiatives in areas such as vocational skills, education and employment.

The strategy aims to facilitate “a future-proofed regional labour market capable of serving business and industry needs while providing economic, social and cultural outcomes”.



#### Objectives of the 2019 strategy are to:

- Develop strong employer-provider partnerships in education and training.
- Understand future workforce needs.
- Focus on promoting educational achievement in science, technology, engineering and maths (STEM) subjects.
- Attract skills to the region, city and local industries and sectors.
- Optimise transitions from school to training and school/training to work.
- Optimise transitions for employees moving from sector to sector.
- Encourage employers to undertake an ongoing programme of staff training and development.
- Provide support mechanisms for employers to foster employee development.

The priority action from the strategy is to implement a three-year programme to build, attract and retain skills and talent on a sector-by-sector basis. To assist Te Waka in meeting this challenge, the Ministry for Social Development seconded a 0.4 FTE role in February and additional resources to help implement the strategy.

Because of the forecasted continued growth in construction across the Waikato, initial efforts have focussed on this sector. Construction is also a sector with which the Ministry for Social Development has established strong relationships. Engagement with businesses in the construction sector started in June 2019 with sector forums to be planned.



## Promoting Major Funding Proposals

### PROVINCIAL GROWTH FUND

The Government's Provincial Growth Fund (PGF)\* continues to dominate as the major source of funding for proposals from the region.

The Waikato Regional Economic Development Programme (2018-22) provides Te Waka with guidance about priorities for the region. Central government is approaching Te Waka more often for guidance about these regional priorities.

As at the end of June 2019, PGF had confirmed funding of \$3.3m of applications supported by Te Waka for feasibility related funding for projects. Projects included aquaculture projects in the Hauraki/Thames Coromandel areas, tourism and industrial hub projects in Matamata Piako District, and labour market and tourism opportunities in southern Waikato.

Active support has been provided to applications worth \$90m with many still being assessed. The total completed value of these projects is \$300m,

Te Waka has focused its development and advocacy activities on three priority groupings of projects: Hamilton to Auckland corridor opportunities; Southern Waikato Economic Action Plan (SWEAP) and the Cultural Tourism and Education network of opportunities.

We acknowledge that the PGF has provided an immediate focus for project funding opportunities. Moving forward, Te Waka will plan to develop a broader approach to funding sources and how priority projects are integrated into the regional economic development agenda.

*\*The New Zealand Government has allocated three billion dollars over a three-year term to invest in regional economic development through the Provincial Growth Fund (PGF).*





## HAMILTON TO AUCKLAND CORRIDOR

The focus for Te Waka over the last year has been on supporting large business relocation and growth opportunities that have been triggered by the anticipated benefits of improved roading and rail infrastructure in the corridor.

The last year has seen key iwi, central and local government partners agree the operating framework and development of the overarching spatial plan for the corridor. With these foundations becoming locked down, Te Waka will play a larger role in supporting economic development related activity enabled by the corridor.

## SOUTHERN WAIKATO ECONOMIC ACTION PLAN (SWEAP)

SWEAP is the first sub-regional economic action plan supported by the Ministry for Business Industry & Employment (MBIE). Along with South Waikato, Waitomo and Otorohanga District Councils, and Waikato Means Business/Te Waka nearly \$200,000 was invested in this programme over the last 18 months.

The study, undertaken by consultancy MartinJenkins and coordinated by Te Waka, saw more than 80 stakeholders engaged under guidance from a cross-community governance group. The study culminated with the submission in April 2019 of PGF applications for investment ready projects and a funding application submitted by Te Waka for PGF programme management capacity.

## CULTURAL TOURISM AND EDUCATION CLUSTER

Forming a network of authentic tourism product, industry and operator development initiatives were identified as priority by regional leaders at the Waikato Economic Summit in August.

Linking these initiatives would greatly magnify the benefits for the region and create jobs where they are needed most.

As a result, since early 2019, representatives from many of the peak cultural tourism and economic development organisations have met to put together a package and an approach to guide development of cultural tourism projects in the Waikato region.

Over the coming year Te Waka will work with peak cultural tourism organisations to ensure these projects are included in the destination tourism offering for the region.



# The General State of the Waikato Economy

Te Waka was formed in part through the leadership and vision of the Waikato Regional Council, who commenced and funded Waikato Means Business for four years. The partnership agreement with Waikato Regional Council reflected that ongoing partnership, especially in the area of economic intelligence.

The Council's Principal Economist, Blair Keenan, provides econometric analysis, insight and advice to Te Waka, and produces for publication a quarterly update on the state of the Waikato economy. Each issue delves into a specific matter of relevance to economic growth in the region. Articles are published on Te Waka and other relevant digital platforms.

The timing and general description of the content of the quarterly reports are as follows:

- December 2018 – labour market and productivity
- April 2019 – productivity and growth analysis by sector
- July 2019 – tourism sector overview

In addition to the quarterly reports, an annual report on Waikato economic indicators has been developed. This was released on the Te Waka website in June 2019.



# 2018

## March/April

Local authority  
funding roadshows

## August

Waikato Economic Development Summit,  
Lake Karapiro

## July

Te Waka formally  
established

## September

Partnership agreements with 10 councils finalised and signed

Michael Bassett-Foss appointed as Te Waka inaugural CEO

Harvey Brookes appointed as COO



## October

Business Growth Team integrated into Te Waka

Hosted Prime Minister Jacinda Ardern in Matamata where she announced two successful PGF applications - Te Aroha mineral spa tourism application and the Waharoa Industrial hub application

Partnership with CultivateIT around industry leadership for the tech sector, launch and implementation of the region's digital strategy

# November

Regional Business Partner Conference,  
Hamilton

Waikato Regional Economic  
Development Programme  
2018-2022 launched



# December

Te Waka delivered first six monthly report to  
councils - achieves 63% of annual targets

Economic update released 'Interpreting data is key'

# January

Te Waka Marketing & Communications  
Manager appointed

Regional Business Partner contract  
renewed until June 2021

# February

Te Waka Board strategic planning day

Sponsorships with business formalised

Authentic cultural tourism concept pitched to  
Hon Grant Robertson and Hon Shane Jones

2019



## March

Nearly 50% of actions completed or in progress for Māori Economic Development Programme

## April

Launch of Waikato Labour Market Strategy

Launched Business Growth Services in the Waitomo District

Economic Update released – ‘A flutter on the horses?’

Southern Waikato Economic Action Plan completed and initial application to the Provincial Growth Fund

## May

Hosted TechWeek 19

Relationship with Ministry of Social Development to support implementation of the labour market strategy formalised

## June

Refreshed Waikato Regional Māori Economic Action Plan & Agenda launched

Te Waka business plan finalised and signed off by Board

Consultation began with stakeholders on re-positioning Waikato Story

Engagement started with construction sector for the labour market strategy

Amended report on Waikato economic indicators released



## July

Economic Update released ‘On tour in the Waikato’

Achieved target of \$500,000 of capability vouchers issued for the region and \$5.6m in R&D funding secured for Waikato businesses for the year to 30 June 2019





The background is a dark teal color. On the left, there are several curved teal lines with dots at their ends, resembling a stylized rainbow or a network diagram. On the right, there is a large circular inset containing a close-up image of a wooden carving, possibly a Māori haka mask. Below the text, there are several horizontal white lines of varying lengths, some with dots at their ends, creating a sense of motion or data flow.

**TEWAKA.NZ**



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