

# REPORT

July - December 2019

# Te Waka's Role

## LEAD

- Advocate and share the unique value of the Waikato
- Promote the advancement of regional and local economic outcomes, unlocking central government support and funding
- Advocate for regulatory and policy change to support growth

**Champion the Waikato's story**

## ENABLE

- Shared insights and intelligence to enable quality decision making (Economic Insights)
- Partnering with Māori business to grow capability and capacity (Te Whare Ohaoaha)
- Support the development of a quality and qualified workforce (Regional Labour Market Strategy)
- The advancement of research and development initiatives to grow innovation and technology (Digital Strategy)
- Partner with business and industry sectors to grow capability (via Regional Business Partner Network)

**Enhance the capability of Waikato**

## CONNECT

- Unlock inward investment both international and domestic, corporate and private
- Build engagement and achieve alignment to drive strategic outcomes
- Share knowledge, collaborate and build industry led outcomes
- Connecting companies and individuals with opportunities to grow and innovate

**Partnering with Business and Community**

Our Role

Lead

Enable

Connect



# Executive Summary

JULY – DECEMBER 2019

## LEAD

- 15 connections with Ministers or Senior Government Agency Officials since July 2019.
- 67 stories published to the Waikato Story, sharing the Waikato's unique value.
- 32% increase in Waikato Story Facebook followers.
- Submissions and feedback provided to Central Government Policy and Plans across a number of topics including:
  - The Review of Vocational Education
  - New Zealand AgriTech strategy
  - Research Science and Innovation Strategy.
- Led the Registration of Interest, in partnership with Hamilton City Council, Waikato-Tainui and the Waikato Chamber of Commerce, to become the home of the New Zealand Institute of Skills and Technology (submitted January 15, 2020).
- \$400K secured over two years via the Provincial Growth Fund, leveraged by \$400K professional support from Deloitte and PWC to actively provide capability and capacity to 25 Provincial Growth Fund Projects over the last 6 months.
- Partnered with Smart Waikato to submit RFP response for Education to Employment service as part of Economic Development New Zealand national response.

## ENABLE

- Extended business growth service in a hub and spoke model in Te Kuiti, Ōtorohanga, Matamata and Te Aroha, stimulating 53 new business engagements to date.
- Facilitated \$1.5M in successful research and development funding applications to Callaghan Innovation.
- Distributed \$256K in capability vouchers from New Zealand Trade and Enterprise.
- Launched the Digital Strategy, in partnership with CultivateIT, in October.
- Launched and will lead the implementation of the Waikato Regional Labour Market Strategy, and leveraged resourcing from MSD and MBIE to assist.

- Collaborating to progress actions in Te Whare Ohāoha (Māori Business Strategy); 22 actions – 4 complete; 14 in progress and 4 yet to start.
- Partnered with the Regional Housing Initiative (Waikato Plan) as a member of the Working Group.
- With support from Waikato Regional Council, delivered quarterly economic reports. Labour Market Productivity (April); Tourism (July); Labour Market Structure (October); Hamilton to Auckland Corridor (December).

## CONNECT

- 300 regional leaders registered to celebrate Te Waka's one-year-on event in September.
- Strategic partners and sponsors forum held in November to assist and guide Te Waka's work programme.
- Connected six inward investment leads to local points of contact.

## TE WAKA STRATEGIC AND OPERATIONAL DEVELOPMENT

- Supported Tainui Waka iwi to select and appointed Craig Barrett as the iwi representative to the Te Waka Board.
- \$250K received in additional commercial sponsorship through Deloitte, PWC, APL and Loop Carshare partners.
- The role of Strategic Partnerships and Project Manager role filled in September 2019.
- Extended our partnership with government with 0.4FTE seconded role from MBIE Immigration to support the delivery of outcomes for the Labour Market Strategy.

*Improving the well-being and living standards of Waikato Communities through sustainable and inclusive growth.*

*Recognising and valuing the health of our Wai and Whenua for future generations.*

# Regional Round-up

JULY – DECEMBER 2019



- ▶ Six month investment by Council \$70,000.
- Worked alongside Momentum and other stakeholders for the Waikato Theatre to provide advice and advocacy to government for Provincial Growth Fund support of \$12m.
- Active involvement in Rabobank, Te Awa Lakes and other business attraction opportunities.
- Advocacy to central government and support for key infrastructure projects in greater Hamilton area including Spine Rd and Southern Links.
- Facilitated successful R&D applications to the value of \$424,000 since July.
- Issued \$220,000 in capability vouchers to business in the last 12 months.
- Six month PGF Investment by Te Waka \$13,000.



- ▶ Six month investment by Council \$10,000.
- Assisted to run three Business Bites breakfasts on the topics hiring and firing, social media and 2020 business challenge with between 15 and 35 businesses attending each event.
- Provided support for successful \$731,771 PGF application for Historical Maritime Park.
- Funded \$8,000 of advice and support to a significant aquaculture initiative involving iwi, industry, council and the University of Waikato.
- Issued \$10,000 in capability vouchers to business in the last 12 months.



- ▶ Six month investment by Council \$15,000.
- Provided oversight for Provincial Growth Fund projects in Te Aroha and Waharoa through membership of governance groups.
- Provided connections and local advice to a new large scale business development.
- Launched Business Growth Service hubs in Matamata and Te Aroha in November, which stimulated 15 business engagements within two weeks as a result.
- Issued \$13,000 in capability vouchers to business in the last 12 months.



- ▶ Provided significant advocacy to the Provincial Development Unit for the trades training/digital hub including a visit to parliament as part of South Waikato delegation.
- Attended the South Waikato District Council hosted Symposium with a view to supporting Regional Delivery of the Waikato Labour Market Strategy.
- Issued \$6,000 in capability vouchers to business in the last 12 months.



- ▶ Entered a formal partnership with Enterprise Great Lake Taupo for delivery of Business Growth Services in the district with 20 business engagements and \$200,000 in approved R&D funding from Callaghan Innovation since July
- Supported government funding application for Taupo airport expansion and initiated discussion with Taupo District Council and Enterprise Great Lake Taupo to advance applications to the Provincial Growth Fund.



- ▶ Six month investment by Council \$5,000.
- Launched Business Growth Hub in September stimulating 10 business engagements resulting in 4 approved capability vouchers issued for a total value of \$11,000.
- Advice and review for KiwiHouse revamp and significant advocacy to the Provincial Development Unit for funding support.
- Developed and submitted a Provincial Growth Fund application to provide access for land locked Whenua Māori land blocks
- Developed model for South Waikato Driver Training concept – not progressed by councils.
- Presentations to Ngaati Mahuta ki te Hauaauru and INCITE.
- Six month PGF Investment by Te Waka \$37,000



- ▶ Six month investment by Council \$15,000.
- Provided advice, review and advocacy for four Provincial Growth Fund applications in the aquaculture sector and skills/community development.
- Judge and judge convener for Coromandel Hauraki Business Awards.
- Issued \$29,000 in capability vouchers to business in the last 12 months.



- ▶ Six month investment by Council \$30,000.
- Working with inland port at Horotiu as pilot for regional business attraction programme.
- Reviewed and provided advice to PGF waste orientated application for H2A corridor location.
- Will work in partnership with Waikato District Council in early 2020 to support sector led Construction Labour Market Forum(s) and subsequent initiatives.
- Issued \$23,000 in capability vouchers to business in the last 12 months.
- Six month PGF Investment by Te Waka \$20,000



- ▶ Six month investment by Council \$25,000.
- Developed applications to the Provincial Growth Fund for two projects to value of \$7m.
- Provided support for Waipa Business Awards and Fieldays Innovations event.
- Facilitated successful R&D grants to the value of \$870,000 since July.
- Issued \$82,000 in capability vouchers to business in the last 12 months.
- Six month PGF Investment by Te Waka \$58,000.



- ▶ Six month investment by Council \$5,000.
- Launched Business Growth Hub in April 2019 resulting in 28 businesses receiving business advisory services.
- Provided consultancy funding to advance the Waitomo Hotel development and significant advocacy to Provincial Development Unit to accept a funding application.
- Coordinated the planning of a tourism training hub in Waitomo/ Ōtorohanga with key stakeholders and industry.
- Presentations/meetings with North King Country Development Trust, Ruapuha Uekaha Trust, Maniapoto.
- Marae Pact Trust, Legendary Te Kuiti, Pakihi Business Start Up workshop and Te Wananga o Aotearoa.
- Issued \$24,000 in capability vouchers to business in the last 12 months.
- Six month PGF Investment by Te Waka \$29,000.





# Local Authority Partnership:

PROGRESS AGAINST KPI'S





● At Risk
 ● Off Track
 ● On Track
 ● Completed

## Contribute to operationalising the Waikato Regional Economic Development Strategy

### KPI's:

- Confirmed Funding agreements to fully fund the Te Waka Business Plan by March 2020
- Hold two strategy sessions per year for business sponsors
- Present to at least 60% of the meetings for the Waikato Mayoral Forum, Waikato Plan Leadership Committee and CE's Forum

### HIGHLIGHTS:

- 300 people confirmed attendance to the "one-year-on" event at Claudelands hosted by Te Waka to celebrate regional efforts to support the establishment of Waikato region's first Economic Development Agency. An update was provided on progress with relevant speakers supporting the event.
- Te Waka has increased its advocacy and connections with government. Te Waka has met with Ministers or senior agency officials on 15 occasions since July. The focus of these discussions has been on advocating for support for regional priorities and collaborative approaches to progress these priorities.
- Te Waka has accepted all invitations to present to regional forums including Waikato Plan Leadership Committee, Mayoral Forum, Waikato Plan CE's Advisory Group, CE's Forum and directly to council meetings and with council staff.
- APL, Loop Carshare, Deloitte and PWC confirmed sponsorship agreements as announced at the one-year-on event. MBIE via their immigration team has confirmed a partnership agreement in support of implementing the labour market strategy with a 0.4FTE seconded position.
- The Board has initiated a review of Te Waka's role in relation to regional priorities and engagement is underway with our stakeholders. We will continue engagement on this topic this year with outcomes reflected in our strategic planning cycle in around April 2020 – this information is included for Councillor and Council staff information at the start of this report.

### CHALLENGES:

- Funding still considerably less than comparable agencies around the country.
- Will demonstrate value to renew three year funding contracts.
- Aspire to engage corporate sponsors to enable additional programmes of work.
- Aim to develop multi-year funding agreements with regional trusts to ensure continuity of programmes.

### LOOKING AHEAD TE WAKA WILL:

- Continue to sharpen its aim reflecting the Waikato's Economic Story and prioritising projects and action plans for the next 10 years that reflect the potential for impact of the 2018-2022 Regional Development Programme.
- Develop a Central Government Engagement Plan across Ministers, MP's and Agency Officials to strengthen the breadth and depth of engagement.
- Partner with Local Authority ED staff to develop and design a shared programme of connections that reflects a desire to enhance capacity and capability and knowledge sharing across the network.
- Continue to respect valued existing Sponsor partners and seek new and additional funding to grow a business led approach to our work.
- Continue to adopt a Governance model that provides diversity of thought, quality of experience and knowledge and a desire for the development of a sustainable economic development agency here to stay.
- Work with Waikato Regional Council and the Waikato Plan to refresh the Regional Economic Development Strategy.

● At Risk
 ● Off Track
 ● On Track
 ● Completed

## Provide contracted Business Growth Advisory, Innovation and Mentoring Services

### KPI's:

<span style="color: green;">●</span>	Meet all Regional Business Partner contract conditions throughout year (business engagements, funding approved)
<span style="color: blue;">●</span>	Expand Business Growth Services to Waitomo and Ōtorohanga districts by August 2019
<span style="color: green;">●</span>	Hold two forums involving Waikato Council Economic Development staff to assess and improve delivery of this service across the region
<span style="color: blue;">●</span>	Work with each council area to co-design and deliver in partnership an initiative aligned with business growth services
<span style="color: green;">●</span>	Develop a mechanism to measure outputs/outcomes of the business growth services
<span style="color: orange;">●</span>	Collaborate with appropriate stakeholders to initiate the development of a regional innovation programme for Waikato

### HIGHLIGHTS:

- With launch events for hubs in Te Kuiti in April, Ōtorohanga in September Matamata and Te Aroha in November, the hub and spoke delivery model for business growth services now extends across all major arterial routes and covers 14 regional visits across 10 districts at least monthly.
  - Te Waka has hosted three forums with economic development staff from Waikato councils to guide our work and enable increased collaboration within the ecosystem. Primary themes have included regional investment, labour market development, regional economic reports and insights, government funding opportunities and delivery of business growth services. The greatest value has come from participants sharing their knowledge and connections.
- Results for the Business Growth Team YTD December follow.
- Client Engagements YTD figures show ahead of target – sitting at 244 with a full year target of 400.
  - Capability Voucher scheme tracking against budget nicely \$256k (\$500k full year)
  - Net Promoter Score a World Class Result of +70 in December 2019, the baseline score averages in the mid 50s.
  - Callaghan Innovation Seven R&D projects grants approved in the 2020 year with a total project cost of \$5.9m and grants of \$1.5m.

- Additionally, there have been 11 placements for the summer R&D Student Experience grants across 6 businesses.

### CHALLENGES:

- Reengaging with some of our early spokes
- Delivery of refreshed collateral promoting business growth advisory services requires engagement with councils and local stakeholders.
- Reporting to councils and local stakeholders about business engagements in local areas.
- Recruiting local mentors to strengthen the cohesiveness of the support available to communities that is local and place-based.

### LOOKING AHEAD TE WAKA WILL:

- Continue to work with councils and their communities to promote business growth advisory services for SME's in their district.
- Continue to promote and respect the business community in our region and apply a customer-focussed approach to advisory services.
- Develop CRM system to assist reporting of business engagements.
- Launch an Innovation Programme via our newly seconded Innovation Manager who will work with key stakeholders to develop and fund a programme of work to improve the innovation ecosystem.
- Encourage local mentors.



● At Risk
 ● Off Track
 ● On Track
 ● Completed

## Deliver and Continue to Develop the Waikato Story

### KPI's:

- Transition the Waikato Story to a new Technology platform that is integrated with the Te Waka digital platform
- Develop and implement a refreshed focus and framework for Waikato Story content
- Refresh the Waikato Story tool-kit with new images
- Maintain readership numbers through this transition and develop a growth/promotional strategy

### HIGHLIGHTS:

- The development of the Te Waka and Waikato Story digital platform will be underway in January 2020.
- Readership levels have been maintained and the social media following on Facebook has increased by 32%.
- 67 stories have been published to the website, with a mix of original content produced by Waikato Story and other contributors including CultivateIT, Wintec, Creative Waikato, Fieldays, Waikato Food Inc, Kudos Science Trust, Soda Inc, Clarence St Theatre, Hamilton Waikato Tourism, Stark Property, The Red Barn, Company X, Hamilton Central Business Association.

### CHALLENGES:

- Multi-year funding required to ensure sustainability of programme.
- Engaging with regional stakeholders is important to ensure there is a pipeline of useful stories.

### LOOKING AHEAD TE WAKA WILL:

- Launch the new digital platform in June 2020.
- Infographics and imagery in the toolkit will be updated.
- Continue to work with regional trusts to secure multi-year funding.



● At Risk
 ● Off Track
 ● On Track
 ● Completed

## Develop and Deliver a Sector and Industry Development Programme

### KPI's:

- Recruit a suitably experienced Sector Strategy Manager
- Work with industry leaders to develop sector/industry plans for at least two priority sectors
- Align sector development priorities with implementation of the Waikato Regional Labour Market Strategy

### HIGHLIGHTS:

#### SECTOR DEVELOPMENT

- Michelle Hollands started in the role of Strategic Partnerships and Projects Manager in September.
- Priority for Sector Development has been given to ensuring the implementation of some existing strategies that either Te Waka leads or plays a support role. These include:
  - The Labour Market Strategy: With the interest from Government in the Review of Vocational Education (RoVE) and resulting programmes, labour market sector programmes will focus on Construction, Manufacturing, Forestry and Aquaculture, all seen as representative of geographic priorities with constrained workforce and high demand where access to skilled employees is seen as a major constraint to growth.
  - Regional Housing Initiative: Increased support has been given to the Regional Housing Initiative working group to plan how to take the Waikato Region Housing Stocktake report and into an implementation plan for the region.
  - Insights to Implications: Early stages as yet, a project has been initiated to explore Economic Insights, their use across the region and opportunities to enhance the capability of accessing the implications of insights to enhance investment decisions.

#### INVESTMENT

- There is an overlap in this work and the increased interest from the Minister for

labour market and economic development to become more integrated with the Hamilton to Auckland corridor work.

- We went to market to fill the position of Strategic Investment Manager in November with interviews held in December, recruitment for this role continues.
- Much of the work in regional investment has revolved around business attraction activity with three referrals from New Zealand Trade and Enterprise and a further direct contacts. Te Waka works with district councils and relevant stakeholders to support these opportunities.

### CHALLENGES:

- Significant attention, especially from government, in labour programmes has consumed available sector resources
- Progressing the development of the investment programme of work has been restrained without dedicated resourcing

### LOOKING AHEAD TE WAKA WILL:

- Continue to facilitate the labour market leadership group and lead the implementation of the labour market strategy with forums planned for the construction sector.
- Continue engagement with Government to ensure available resources are aligned to regional efforts.
- Recruit a suitably qualified Investment Manager and develop the investment programme of work with input from councils and local stakeholders.



● At Risk
 ● Off Track
 ● On Track
 ● Completed

## Support Māori Enterprise and co-facilitate the implement of the Iwi Economic Development Plans

### KPI's:

- Māori Enterprise and Māori business will comprise at least 15% of Te Waka Business Growth Advisory Engagements
- Collaborate with Māori and Iwi leaders to implement and support Māori leadership for the implementation of strategies and action plans
- Confirm agreement with TPK to co-fund a Māori Economic Development Manager and recruit a suitably experienced person for this role in a process that is supported by TPK and Māori leadership by September 2019
- Implement at least 70% of actions outlined in the refreshed Waikato Māori Economic Development Plan

### HIGHLIGHTS:

- Te Waka is coordinating the actions in Te Whare Ohaoha (Māori Economic Action Plan Refresh) launched by Minister Mahuta on June 14, 2019, in collaboration with Iwi, Te Humeka, Te Puni Kokiri, Ministry for Social Development, Ministry for Business Innovation and Employment and Tainui Waka Tourism.
  - Te Whare Ohaoha anchors 22 measurable economic goals of Māori in the Waikato region by coordinating opportunities to improve collaboration between, and improve capability and capacity, of Waikato region Māori Collectives, Whanau Enterprises and Rangatahi (Youth).
- Of the 22 actions; nine actions are complete; 11 actions are in progress and on task for completion and two actions are yet to be started.

- Te Waka continues to integrate Māori economic development outcomes across other streams of work through a focus on Māori enterprise. Māori business engagements by the Business Growth Team has exceeded its growth target of 15% which is also reflected in our funding to support enterprise growth.
- Te Waka continues to partner with key stakeholders for Māori business events including Te Ahikōmako, Waikato-Tainui and Te Humeka. Recently, Te Waka supported the first Māori Business (tech focussed) Start-up Wānanga – a weekend long business bootcamp which saw 13 teams test their entrepreneurial skills, validate their ideas and pitch for funding and support. Te Waka also supported the CANZUS (Canada, NZ and USA) Common Roots Common Futures,

Indigenous Governance Symposium.

- Under the guidance of our Kaumaatua, Tame Pokaia, Iwi engagement across the region has commenced. The purpose is to understand how support can be provided for the economic development aspirations of individual iwi.
- The appointment process to appoint an Iwi Representative to the Te Waka board began in late 2019 and is expected to be completed early 2020.

### CHALLENGES:

- Māori Collectives are at different stages of economic development and individualised engagement is resource hungry.
- Māori SME's are different stages of enterprise growth. Support for Whānau Enterprise start-up, including microfinance, is limited.

### LOOKING AHEAD TE WAKA WILL:

- Continue to implement and promote an integrated approach to the delivery of Māori economic development outcomes across the region.
- Continue to partner with Waikato Iwi, Māori SME's and business associations and agencies, to deliver economic development outcomes across the region.
- Scope how we might support Iwi with developing (or adding value to current) economic development plans
- Provide a 6-month report on Te Whare Ohaoha, in partnership, to Minister Mahuta.

● At Risk
 ● Off Track
 ● On Track
 ● Completed

## Support and Facilitate, as agreed, a Waikato Regional Labour Market Strategy, actions and initiatives

### KPI's:

- Extend the partnership with Ministry for Social Development to June 2020 to assist implementation of the strategy
- Develop a labour market needs analysis and associated employee pipeline interventions for at least two priority sectors, industries or significant projects
- Convene at least six meetings of the labour market leadership group to assist and guide the implementation of the strategy

### HIGHLIGHTS:

- With the partnership with Ministry for Social Development utilising 0.4 FTE seconded staff, initial forums have been held with the tech and manufacturing sectors. Further work is needed with these sectors in order to develop sector led labour market plans.
- The Ministry for Business, Employment and Innovation (MBIE) has agreed to bolster support for implementation of the Regional Labour Market Strategy with a 0.4FTE secondment from their immigration team.
- Work is underway in partnership with Council partners, relevant agencies and industry to hold a construction sector forum in early 2020 to support this sector with labour market needs.
- Discussions have been facilitated with MBIE, the Tertiary Education Commission and key regional stakeholders to develop a local response to the RoVE. This includes the formation of regional skills leadership groups, the establishment of the NZ Institute of Skills and Technology, Centres of Vocational Excellence, support for workplace learning and discussions with MSD about the recently announced Education to Employment. All of these programmes may involve resourcing and other support from government.
- Te Waka has led a submission to MBIE regarding the structure and priority focus for the establishment of the Waikato Regional Skills Leadership.
- Base Labour Market profiles by district have been compiled with the intention to progress

this information to guide the development of a Construction Sector Labour Market strategy (in the first instance) followed by strategies for Manufacturing and Aquaculture. Te Waka is supporting work underway in the Forestry Sector.

### CHALLENGES:

- The Labour Market and initiatives to support the appropriate mix of skills and labour talent to enable sector growth is a complex environment both regionally and by sector. Many organisations support the delivery of outcomes and a wide range of Plans and Strategies seek to enhance delivery. MBIE's Review of Vocational Education has increased the emphasis on this important area which is a positive. This emphasis sees the Waikato as leader with it's established Regional Strategy. Change will mean Te Waka will require time to continue in a collaborative approach to leadership of this strategy.

### LOOKING AHEAD TE WAKA WILL:

- Produce a sector focused profile for the Construction sector, aligning existing labour market information to future demand. Utilise this information to establish a Construction Sector Leaders Forum to design and create a platform for change. Work with the Leaders Forum to create sector led priorities for delivering change.
- Produce sector and or district focused profiles for an additional 3 areas and utilise these to generate similar programmes to that which is designed and trialed in the construction sector.



● At Risk
 ● Off Track
 ● On Track
 ● Completed

## Develop, support and promote proposals to local, regional and national funding programmes including provincial growth fund

### KPI's:

- Meet with Government Ministers and Officials at least four times to promote regional priority projects
- Secure funding from PGF for programme management resources to support Te Waka proactively managing the pipeline of major projects in the region
- Support at least six successful funding applications to government

### HIGHLIGHTS:

- The focus of this work is to support applications from the region to the Provincial Growth Fund and assist accelerate the pipeline of projects. The successful application from Te Waka for PGF funding of \$200,000 for each of two years was signed in August. Te Waka has partnered with PWC and Deloitte with seconded staff to create \$800,000 in agile and high capability and hands on support.
- Te Waka works closely with Provincial Development Unit staff to prioritise the projects to be worked on. Through this arrangement and with support provided by other resources within Te Waka, direct support has been provided to 25 projects since July in all districts around Waikato. Te Waka works in support of project proponents and other stakeholders in this work.
- In November, Te Waka started a process to confirm major projects in each district and is advocating/supporting with the PDU to ensure funds are distributed around the region.

### CHALLENGES:

- The Provincial Growth Fund has stimulated many projects in the region but changing evaluation criteria and ring fenced funding pools have caused delays and frustrations for projects.
- Most projects in Waikato require further feasibility or business case development before they are investment ready, which is no longer fundable by Provincial Growth Fund.
- Strong relationships with central government are needed to ensure a partnership approach to progressing projects.

- The Provincial Growth Fund has been a distraction from good practise economic development.

### LOOKING AHEAD TE WAKA WILL:

- Continue to support PGF applications, work with local stakeholders to identify sub-regional priorities, promote priority projects and regional priorities for the region.
- Continue to implement stakeholder engagement plan with government, especially with senior officials.
- Provide proactive feedback to Central Government Ministers and Officials to enhance any new PGF initiative, should this eventuate.



● At Risk
 ● Off Track
 ● On Track
 ● Completed

## Deliver a communications and engagement programme to inform stakeholders of the Te Waka programme and information on the state of the Economy

### KPI's:

- |                                       |  |
|---------------------------------------|--|
| <span style="color: green;">●</span>  | Develop a compelling organisational Te Waka Value proposition for funders and key stakeholders                 |
| <span style="color: green;">●</span>  | Publish at least 8 Te Waka newsletters per annum   |
| <span style="color: green;">●</span>  | Present to at least all of the Councils one time on the status and direction for the Te Waka programme of work |
| <span style="color: orange;">●</span> | Undertake all requirements of sponsorship and partnership agreements   |
| <span style="color: green;">●</span>  | Partner with Waikato Regional Council to release four economic reports (annually)                              |

### HIGHLIGHTS:

- Te Waka has produced 10 newsletters in 2019, the open rates for these newsletters ranges from 30-46%.
- With support from Waikato Regional Council, delivered quarterly economic reports. Labour Market Productivity (April); Tourism (July); Labour Market Structure (October); Hamilton to Auckland Corridor (December).
- Each edition is provided to Waikato Times and possible features discussed. The Q3 report, The Riddle of the Labour Market, resulted in a news article.

### CHALLENGES:

- Economic development is an emorphise theme that is not well understood by stakeholders, especially challenging to economic

development agencies around the country when describing the value proposition.

- A lot of good work goes under the radar and is not appropriate or interesting to report on.
- There are many different datasets in use by regional organisations meaning that different reports can have different statistics.

### LOOKING AHEAD TE WAKA WILL:

- Sharpen our aim on the list of regional priorities and engage with stakeholders about Te Waka's role: Lead, Enable, Connect.
- Work with stakeholders to develop a project to explore Economic Insights, their use across the region and opportunities to enhance the capability of accessing the implications of insights to enhance investment decisions.

# Te Waka's Objectives

**1. LIFT ECONOMIC PERFORMANCE ACROSS THE WAIKATO REGION.**

**2. ATTRACT, RETAIN AND GROW INVESTMENT, TALENT AND BUSINESS ACROSS THE REGION.**

**3. CHAMPION AND LEAD THE REGION'S COLLECTIVE VOICE FOR ECONOMIC AND BUSINESS NEEDS AND OPPORTUNITIES.**

# Waikato's

## Economic Story



### Quiet giant of New Zealand's growth story

- Foundation of country's agriculture, manufacturing, minerals and food technology industries.
- A place of tourism success
- Hot-bed of digital and ICT innovation.
- Industry leader in education, aviation and technology, health services and construction.
- Cultural and spiritual epicentre of Aotearoa – home of Kingitanga.
- High growth areas.
- Auckland as our neighbour.

### A vast geography with local difference

- Pockets of growth and wealth.
- Pockets of deprivation (low levels household income,

employment and GDP per capita, poor housing, decaying and inadequate infrastructure, digital isolation and exclusion).

### The World is Heading our Way

- Rapid Change - Growing population and interest providing opportunity.
- A destination in its own right - A place to live, learn, invest, study and visit.
  - Cultural and spiritual epicentre of Aotearoa – home of Kingitanga.
  - Epicentre of smart growth – apex of the golden triangle, close to New Zealand's largest sea, land ports, connected by road, rail, sea and air.
  - Young, hi-tech and outward looking industry cluster – home of hi-tech and value add food production,

manufacturing and exporting.

- New cosmopolitan city – home to young vibrant emergent metro-city, super-qualified workforce, world class learning institutions and outstanding event and cultural infrastructure.
- Taonga – greatest natural and cultural treasures already must-see attractions.
- Major Industries and Significant Business relocating to the Waikato.
- Existing Business.
- New Business.
- Tourism Sector growth.
- Existing attractions.
- New Attractions.
- Cross-Region partnerships driving and delivering change.

## Sharpening our Aim



In August 2018, we gathered together 250 of the region's top business, government, iwi and community leaders and asked them what the most important priorities were for the Waikato region. November 2018, Waikato's 2018-2022 Regional Economic Growth Programme was launched. The programme has 53 projects across 5 cross cutting priorities and 8 sectors.

We've condensed this down to a critical three themes:

### Enabling the platform

Building the infrastructure to support growth:

- More connected by Road, Air, Rail and Sea.
- Securing land for business and housing development.
- Strong and consistent fibre and telecommunications networks.

### Growing Capability

- Sharing knowledge, insight and information to guide decision making (Economic reports).
- Building, attracting and retaining skills and talent (Regional Labour Market Strategy).
- Making the most of our unique cultural heritage by working in partnership with Māori Collectives (Te Whare Ohaoaha).
- Growing Research and Innovation Investment (Digital Waikato 2025).

### Attracting Investment and Interest

- Unlocking central government and private investment to support growth.
- Sharing our Unique Waikato Story.

Improving the well-being and living standards of Waikato Communities through sustainable and inclusive growth.

Recognising and valuing the health of our Wai and Whenua for future generations.







**Waikato Regional Economic  
Development Agency**

Waikato Innovation Park  
1 Melody Lane, Hamilton East  
Hamilton 3216

