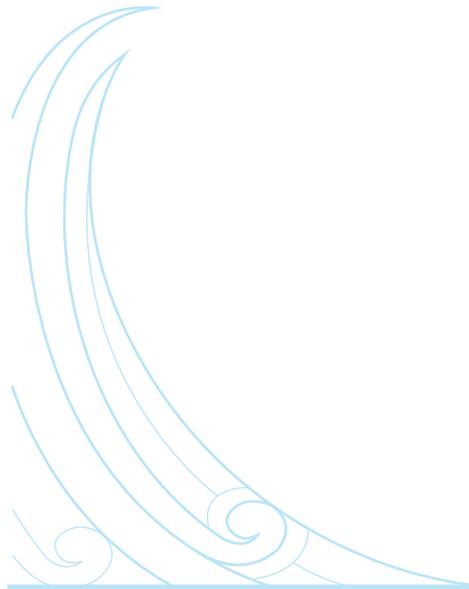


An Economic Action Plan to maximise economic outcomes, grow social and cultural well-being to place Maori economic development at the centre of Waikato Means Business and to encourage collaboration.

WAIKATO REGION MAORI ECONOMIC ACTION PLAN AND AGENDA



He Kupu Whakataki naa Te Minita Whanaketanga Maaori Foreword from the Minister for Maaori Development

Ka maatakitaki iho au i te riu o Waikato
Anoo nei hei kapo ake maaku ki te kapu o taku ringa
Kia whakamiri noa i toona aratau e tia nei he tipu pua hou
Kia hiwa ake i te tihi o Pirongia, inaa hei toronga whakaruruhau moona, ki tooku tauaawhiritanga!
Anaa! Te ngoto i toona ngaawhaa i oona uma!
Kiihai i arikarika a Maungatautari, a Maungakawa
Ooku puke maunga ngaa taonga tuku iho
Hoki ake nei au ki taku awa koiora me oona pikonga
He kura tangihia o te maataamuri
E whakawhiti atu ai i te Koopuu-mania-o-Kirikiroa
Me oona maara kai, te ngaawhaa whakatipu o te whenua moomona
Hei kawe ki Ngaaruawaahia te huinga o te tangata
Araa! Te pae haumako, he okiokinga moo taku upoko
Hei tirohanga atu maa raro i ngaa huuhaa o Taupiri
Kei reira raa te orokohanga o te tangata
Waahia te tuunga o te whare, te whakaputanga o te Kiingi.

Tuukaroto Tawhiao Matutaera Potatau Te Wherowhero, 1872

Kia whai korooria ki te Atua i oona manaakitanga ki te mata o te whenua, he whakaaro pai ki ngaa tangata katoa. E poroporoakii ana i te hunga kua ngaro nei i te poo, e ngaa ruuruhi, ngaa koroheke kua tiiraha ki ngaa marae maha o te motu, e haere, okioki atu raa.
Kei ngaa whakaihu waka kua para te huarahi ki mua i a taatou, koutou katoa e haapaitia nei i te oranga tonutanga o te iwi Maaori, teenaa koutou, teenaa koutou, teenaa koutou katoa.

Pai Maarire.



It gives me great pleasure to welcome the release of this Economic Action Plan and Agenda for Maaori in Waikato. This report provides an opportunity for Waikato-Tainui and local Maaori businesses to set the agenda for local Maaori economic development.

The report captures the potential of the current and emerging Maaori economy through the lens of Iwi and Maaori businesses and lays out a pathway to greater prosperity.

I am pleased to see there is a strong focus on lifting the educational achievement outcomes for rangatahi and pakeke alike. Both our economy and our whaanau will benefit significantly from Maaori obtaining higher education levels and building our capability. These goals range from ensuring more rangatahi achieve NCEA Level 2 to ensuring Maaori land owners have a greater understanding of how they can better use their whenua.

While there is much potential in our people, there is also much to marvel about our location. The Waikato is an attractive option for businesses and business people who want proximity to Auckland but without the hustle and bustle of our largest city.

I understand that the Actions detailed in this report have already been adopted by Waikato Means Business - the agency responsible for driving the Waikato Regional Economic Development Strategy and that progress has already been made on these actions.

I congratulate those of you who have contributed to the Plan and the way you have worked together to arrive at this point. The collaborative approach you have taken to arriving at this Action Plan and Agenda will stand you in good stead for its implementation.

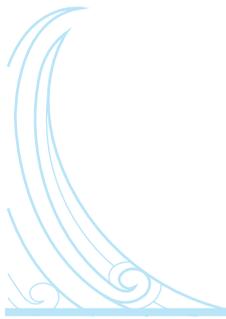
Maa te huruhuru ka rere te manu

With feathers a bird can fly.



Ngaa manaakitanga
Hon Nanaia Mahuta
Minister for Maaori Development

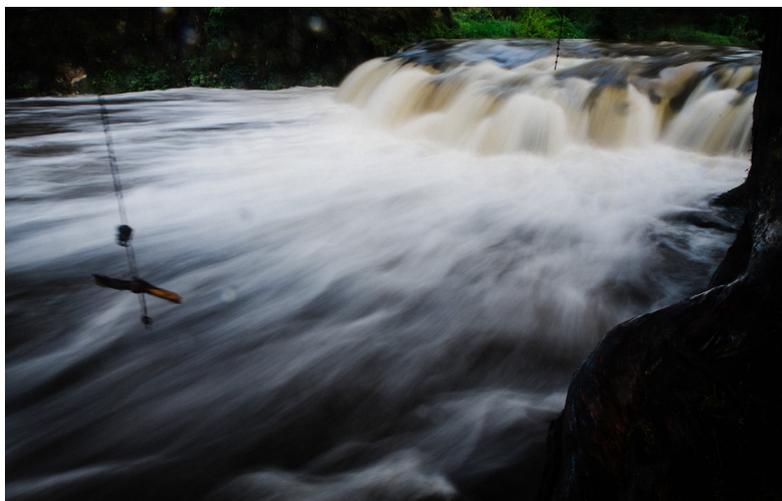




ACKNOWLEDGEMENTS

The historical relationship between Iwi in the Waikato Region are woven through whakapapa in a spiritual korowai, that celebrates tribal connections through the rhythms of the Whenua and the Awa. Maori across the Waikato region have been leading sustainable economic development strategies in the region for generations. Within this spirit, the overarching approach of this report was to capture the potential of the emerging Maori economy through the lens of Iwi and Maori Businesses across the Waikato Region.

Economic Development from a Maori lens is diverse and complex, the economic working group leading the development of this report are sincerely grateful for the participation and contribution of Iwi; Tuuwharetoa, Te Arawa River Trust, Hauraki, Raukawa, Ngaati Maniapoto, Waikato, Maori Businesses, Entrepreneurs and Incorporations across the Waikato region.





ECONOMIC DEVELOPMENT FOR MAAORI IN THE WAIKATO REGION

SUMMARY

The development of a short-term Action Plan and a long-term Economic Agenda is a call to action to support and enhance the Maaori economy in Waikato Region.

In early 2016, Waikato-Tainui and partners WMB (Waikato Means Business) & Te Puni Kookiri (TPK) selected Business and Economic Research Limited (BERL) to provide research and project management services to devise a Short-term Action Plan and Long-term Economic Agenda for Maaori in the Waikato Region. It was proposed that the Action Plan focus on the next one to three years, while the Economic Agenda should focus on the next 10 years. The priorities of Maaori in the Waikato Region were developed into an Action Plan, which leads to the Economic Agenda. Prior work on the Maaori economy in the Waikato Region has informed discussions and knowledge of where Maaori in the Waikato are now, where they want to be in three, five and 10 years' time, and how they plan to get there. A Maaori economic working group comprising representatives of Iwi and Maaori business was appointed to identify what is required to achieve successful

Maaori economic development outcomes in the rohe. Maaori in the Waikato Region share culture and bring their Maaori identity to the way they do business. It was noted that this may seem like an obvious point; however, it is a point that needs to be highlighted as a point of difference in the establishment and running of businesses, and in business transactions and relationships.

The influence of Maaori in the Waikato Region will grow through the relationships that are built and strengthened through economic development projects and programmes, and by the momentum that this economic agenda and action plan creates. Relationships not silos are central to achieving this economic agenda, and relationships already exist between Waikato Region Iwi due to whakapapa and connection to the awa.

The rationale for the Action Plan and Agenda is clear – to give voice to the measurable goals that Maaori in the Waikato Region want to achieve; to create a sense of direction and shared purpose; to share with others where Waikato Region Maaori are moving to and how that journey will be achieved; and to illustrate the many faces of Maaori business in the Waikato Region.

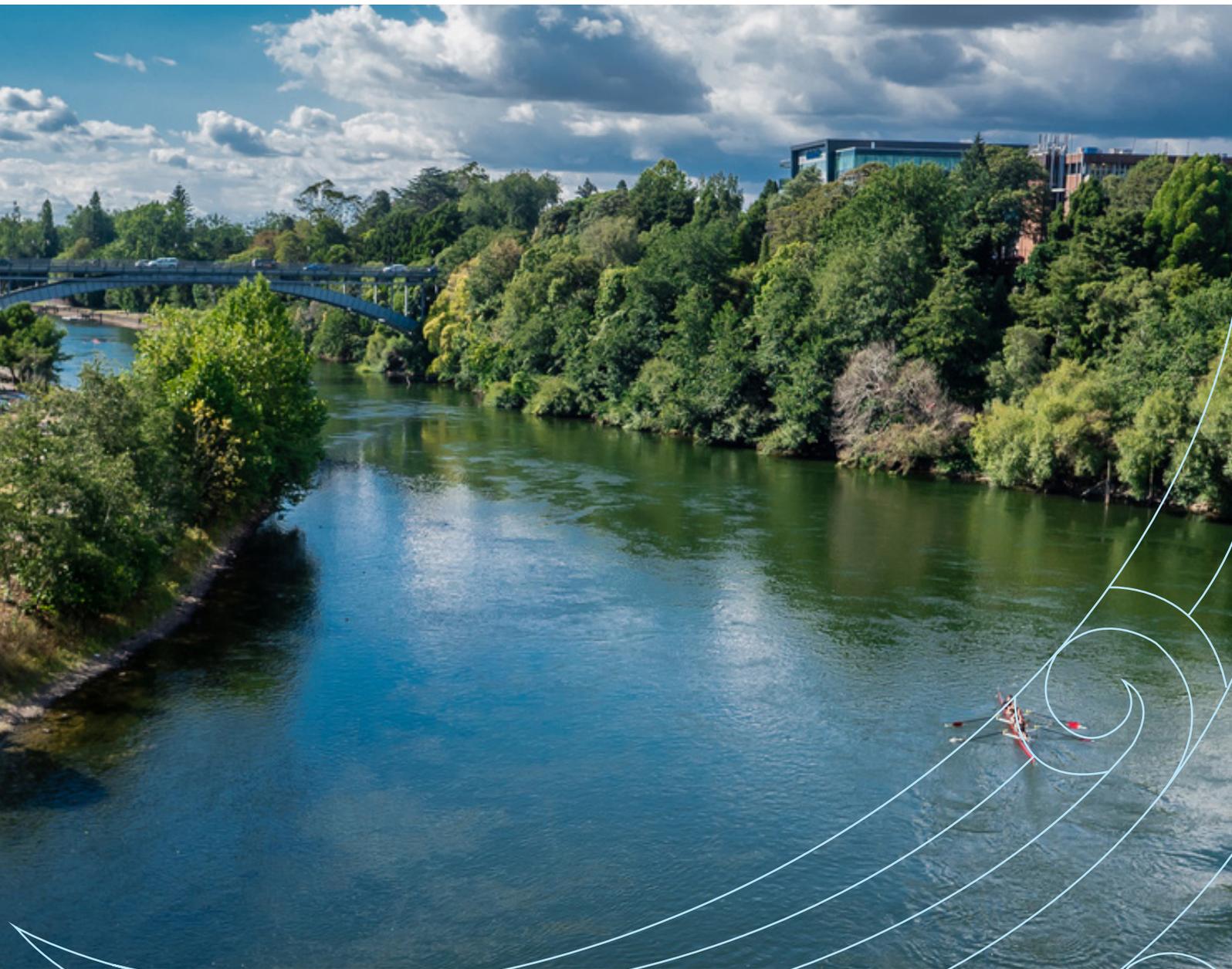
AGENDA & ACTION-PLAN

The development of a Short-term Action Plan and Long-term Economic Agenda provides the opportunity for Maaori in the Waikato Region to work together, thereby lifting the overall economic performance of Maaori, and the economies of the Waikato and New Zealand in the process. The one to three year action plan is aligned with the Economic Agenda to engage, export, educate, employ, and enable.

The action plan provides examples of specific actions within four Kete. The actions provided should not be taken as comprehensive, but have arisen from the various hui and koorero undertaken as part of this project. Some of the actions can be readily activated (perhaps, building on existing mahi), while others will need support, resourcing, and responsibilities arranged and agreed.

Arranging such support, resourcing and responsibilities should be tackled as part of the next steps. At the same time, the momentum generated by this project and existing mahi should be maintained through immediately activating actions and engaging champions to lead.







SKILLS & RESOURCES

Long-Term Agenda

- ▶ Create a brand that illustrates the direction of Waikato Maaori in the Region and economic growth. Grow the brand and work to gain international recognition through partnerships with government agencies such as NZTE and MFAT
- ▶ Create physical hubs in Taupoo and Hamilton that act as conduits and connectors to the various spokes throughout the rohe
- ▶ Increase collaboration in diversified land productivity developments; Tourism, Horticulture, and Apiculture
- ▶ Collaborative investment in water developments; Research, Plant, Quality and Distribution

Short-Term Action Plan

Work with Waikato Region secondary schools and whaanau to ensure rangatahi leave school with NCEA L3

Manage natural resources and undertake planning and spatial development

Create opportunities for Maaori businesses to network, share stories and access support

Devise initiatives to enable whaanau to mentor and tutor their children

Establish partnerships with Waikato secondary schools

Establish paid internships in Iwi-determined priority industries for Maaori students

Encourage pre-trade courses to be offered to Maaori students

Assign Maaori business mentors to Maaori students

Encourage sport and athletics scholarships

Advertise to whaanau how to access GIS database of land ownership and whenua Maaori resources

Engage with and participate in expert panels

Actively participate in resource consent application decision making

Establish paid internships in architecture and planning for Maaori students

Facilitate the establishment of new Maaori businesses

Advertise to whaanau how to access online material and mentoring services

Facilitate professional development opportunities

Create a portal for Maaori businesses in Waikato Region

Link to WMB

▶ Building, attracting and retaining skills and talent

▶ Growing global industries
▶ Maintaining and building our location advantage

▶ Building and attracting and retaining skills and talent.
▶ Growing global industries

WAIKATO MAAORI AGENDA & ACTION PLAN

EDUCATION



Long-Term Agenda

- ▶ 100% of rangatahi and tamariki will be fluent speakers of te Reo Maaori
- ▶ 100% of rangatahi will leave secondary school and enter the workforce or tertiary education with a minimum of NCEA Level 3
- ▶ 100% of tamariki will attend Early Childhood Education

Short-Term Action Plan

<p>Ensure te Reo is spoken in everyday conversation</p>	<p>Develop financial literacy material and courses for Waikato Region whaanau</p>	<p>Expand existing successful programmes that are focused on tamariki and rangatahi</p>
<p>Build on and support te Reo initiatives</p> <p>Encourage the use of te Reo signage in public places</p> <p>Develop and disseminate te Reo resources for Waikato Region businesses</p>	<p>Establish governance and operational relationship with Commission for Financial Capability</p> <p>Establish online presence to assist with enrolments and providing material relevant to Maaori including Bilingual</p>	<p>Extend Drivers Licence incentive programmes throughout Waikato</p> <p>Encourage participation in Secondary Schools Employer Partnerships</p> <p>Support and/or build mentor and youth programmes, enterprise and innovation movement, and coding clubs</p>

Link to WMB

<ul style="list-style-type: none"> ▶ Waikato Story ▶ Building and attracting and retaining skills and talent 		<ul style="list-style-type: none"> ▶ Building and attracting and retaining skills and talent
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BUSINESS SUPPORT

Long-Term Agenda

- ▶ Undertake research on how Maaori businesses connect to business support networks to better understand how to connect with and work with Maaori businesses, and how to provide appropriate support services
- ▶ Establish a micro-finance opportunities
- ▶ Maaori are able to live, work, invest and play within their rohe and Maaori economic and social outcomes are equal to non-Maaori

Short-Term Action Plan

Drive developments in tourism and IT

Drive sustainable wealth creation capability initiatives

Grow feedback loops to enable greater representation and broader awareness and understanding

Establish and grow relationships with tourism and IT sector businesses

Establish savings scheme for whaanau

Establish online presence to encourage the use of financial literacy tools and services

Establish online presence to disseminate information and business support

Undertake market research to assist Maaori tourism ventures and a regional tourism plan

Establish professional protocols and collaborative relationships to grow the capital base

Accelerate networking opportunities across the region

Co-ordinate and facilitate Maaori tourism across the region in collaboration with national regional and local Maaori tourism stakeholders

Increase the awareness of national and regional economic activities

Explore development of a regional tech hub and innovation hub, identify potential sector partners

Link to WMB

▶ Growing global industries

▶ Building and attracting and retaining skills and talent

▶ Waikato Story

WAIKATO MAAORI AGENDA & ACTION PLAN

COMMUNICATION



Long-Term Agenda

- ▶ The Waikato Region Maaori economy is self-sufficient, and Waikato Region Maaori are globally recognised for their innovation.
- ▶ Engage in appropriate forums on data sovereignty issues to raise concerns around data collection, analysis and presentation.
- ▶ Redevelop the Living Standards Framework from a Maaori world view, based on Maaori beliefs, values and ethics.

Short-Term Action Plan

Host speed dating between Maaori businesses and between Maaori and non-Maaori businesses

Create a national Maaori business directory to connect people, goods and services

Create a brand that reflects cultural identity, and te Ao Maaori

Develop forum to encourage business engagement across sectors

Establish online presence of directory of Maaori businesses, people, goods and services

Establish process for definition and continuing review of criteria and conditions for potential brands

Establish relationships with local IoD and/or Chamber organisations

In partnership with business agencies host annual Maaori business awards

Build business and skills database to identify potential collaborations

Link to WMB

▶ Growing global industries

- ▶ Building, attracting and retaining skills and talent
- ▶ Growing global industries

▶ Waikato Story

LONG-TERM AGENDA & NEXT STEPS

10 YEAR ECONOMIC AGENDA

In the light of the Waikato Means Business (WMB) documents and efforts, and following the principles of whanaungatanga (kinship), kotahitanga (unity), kaitiakitanga (guardianship), and koha (reciprocity), Waikato Maaori commit to:

- Lead the way at the prow of the Waikato Means Business waka
- Unify efforts to improve the wellbeing of Maaori and all who reside in the Waikato Region
- Enabling Mana Motuhake

N G A P O U



Engage



Employ



Export



Enable



Educate



SCENARIOS

The need for the Action Plan and Agenda is underlined by the outlooks from modelled scenarios.

A sombre and sobering scenario illustrates the 'business as usual' outcome for Maaori in the Waikato Region. The gap between the number of people employed and those available for work was estimated at approximately 7,000 in 2016.

Taking account of demographic changes and 'business as usual' economic growth, this gap is set to expand to well over 13,000 by 2028. An aspirational scenario, with implementation of the Economic Agenda sees employment opportunities across a range of sectors and potentially reduces the gap in 2028 to under 4,500.



NEXT STEPS

Learning from earlier efforts, some oversight and co-ordination of the range of suggested actions is needed to maximise the probability of their successful implementation. While not advocating for any particular delivery structure (which was outside the ambit of our project), we do provide some commentary on potential delivery models in our concluding section. In this context, some action bullets have already had responsibility allocated by champions prepared to take leadership. Completing and confirming champions across actions and the region in the Action Plan is the critical next step.

	ACTIONS	CHAMPIONS
	Facilitate the establishment of new Maaori businesses	Waikato-Tainui, TPK, Innovation Park
	Create a portal for Maaori businesses in Waikato	Te Humeke
	Encourage participation in Secondary Schools Employer Partnerships	Les Roa, Longveld Engineering
	Support and/or build mentor and youth programmes, enterprise and innovation movement, and coding clubs	Vanessa Clark, Te Kopuku
	Establish and grow relationships with tourism	Tainui Waka Tourism
	Undertake market research to assist Maaori tourism ventures and a regional tourism plan	Tainui Waka Tourism
	Co-ordinate and facilitate Maaori tourism development across the region in collaboration with national, regional and local Maaori tourism stakeholders	Tainui Waka Tourism
	Build a business database to identify potential tourism	Tainui Waka Tourism
	Develop forum to encourage business engagement	Te Humeke
	Create a national Maaori business directory to connect people, goods and services	Te Humeke



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1 Introduction

In early 2016, Waikato-Tainui and partners WMB (Waikato Means Business) & Te Puni Kokiri (TPK) selected Business and Economic Research Limited (BERL) to provide research and project management services to devise a Short-term Action Plan and Long-term Economic Agenda for Maaori in the Waikato Region. It was proposed that the Action Plan focus on the next one to three years, while the Economic Agenda should focus on the next 10 years.

An Economic Action Plan to maximise economic outcomes, and grow social and cultural well-being

The development of a Short-term Action Plan and Long-term Economic Agenda is essential to ensuring that Maaori maximise current and future economic outcomes. These outcomes are focused on whaanau and hapuu, Maaori leaders, entrepreneurs and businesses.

This development provides the opportunity for Maaori in the Waikato Region to work together, thereby lifting the overall economic performance of Maaori, and the economies of the Waikato Region and New Zealand in the process.

However, the development of a Short-term Action Plan and Long-term Economic Agenda and the associated Maaori economic development that flows from these plans requires collaboration and investment. For these reasons Waikato-Tainui have worked with Waikato Means Business, Te Puni Kookiri and a project working group of representatives from iwi and Maaori businesses.

An Economic Action Plan to place Maaori economic development at the centre of Waikato Means Business

This project was initiated within the context of the Waikato Means Business programme of work, and related economic development efforts currently underway. Iwi across the region and Maaori businesses want to place Maaori economic development at the centre of the Waikato Means Business effort.

Waikato Means Business is the Waikato regional economic development strategy. This strategy notes that leveraging Maaori economic development is one of the key opportunities facing the Region. This opportunity, it argues, can be leveraged through increased Maaori participation in the labour market and Maaori having a significant asset base. But the project working group argue that this is not

enough. Subsuming Maaori economic development aspirations within a region-wide strategy risks overlooking the specific components and context within which Maaori economic development occurs. This is why an Action Plan and Economic Agenda has been devised .

An Economic Action Plan to encourage collaboration

A series of focus groups were held after the release of the 2014 report on the Maaori economy in the Waikato Region. This resulted in the formation of a project working group, with representatives from iwi and Maaori businesses. This working group has directed this project, with a project co-ordination role undertaken by Waikato-Tainui. BERL facilitated the development of the Action Plan and Economic Agenda, and economic analysis including the modelling of the scenarios.

Many voices have contributed to the development of the Action Plan and Economic Agenda, and these contributions are valuable. It provides a signal going forward that momentum has been, created and that action will be taken to further develop and deliver initiatives that will create opportunities for Maaori in the Waikato Region.

The first three sections of this report discuss how the Action Plan and Economic Agenda were developed and the context in which this project was undertaken. The first section of this report focuses on the project methodology and how this work was undertaken. It then moves to discuss the Maaori economy in the Waikato Region, drawing on the research undertaken in 2014. This information, while dated remains relevant to our broader discussions regarding where economic development effort should be focused and why. Section five draws the net closer, looking at the various economic development strategies that are occurring at a national and regional level, and where Iwi in the Waikato Region are concentrating their effort.

Section six provides a summary of the rationale that

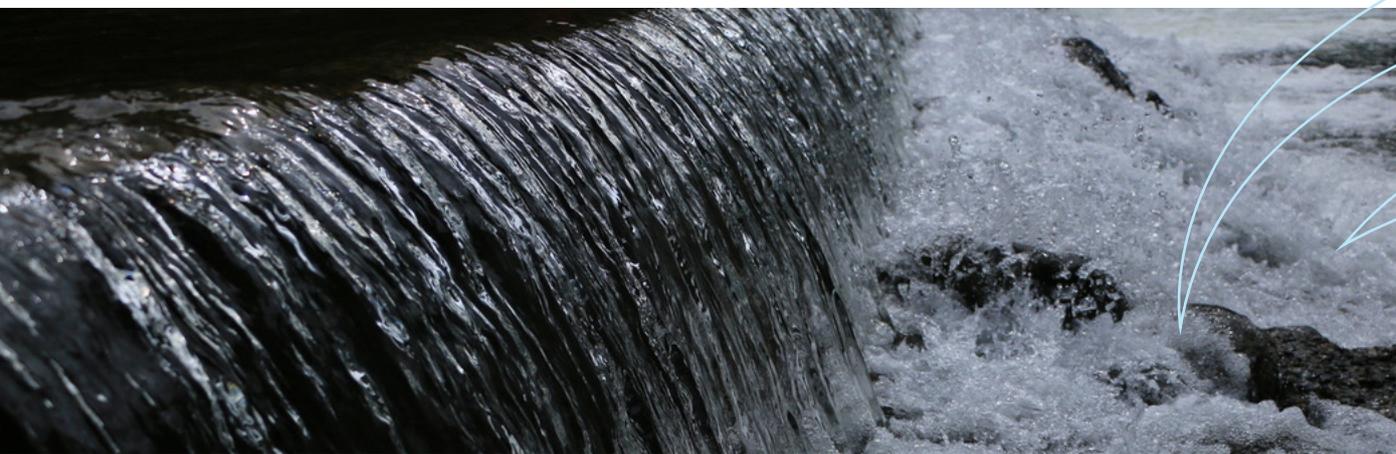


emerged for the Short-term Action Plan and Long-term Economic Agenda. This rationale was to give voice to the measurable goals that Maaori in the Waikato Region want to achieve; to create a sense of direction and shared purpose; to share with others where Maaori in the Waikato Region are moving to and how that journey will be achieved; and to illustrate the many faces of Maaori business in the Waikato Region. This rationale and a report that synthesised the efforts that had been undertaken to date on economic development at a national, regional and Iwi-level was taken out to hui. Four themes emerged from the hui and these are discussed as separate sections of the report. These themes are skills and resources, education, business support, and communications. However, it should be noted here that these themes are not in any particular order of importance nor are they mutually exclusive. Following the identification and isolation of these central themes, the list of actions was refined and consolidated to form the Short-term Action Plan. This was shaped alongside the Economic Agenda statement to ensure maximum alignment between the two.

Similarly, scenarios were modelled, modified and then settled on to illustrate the potential outcomes of the Short-term Action Plan and Long-term Economic Agenda. These potential outcomes focus on employment opportunities, principally the number of Maaori in the Region available to work and the potential opportunities available to them due to the successful engagement in various economic development activities related to the actions taken. Three scenarios were modelled and compared to a "business as usual" (BAU) situation. The BAU acts as the comparator and shows what will happen if things continue as they are.

Lastly, in section 12 potential models for the delivery of the proposed actions are discussed. It was outside the ambit of this project to consider the possible structures or models for delivery. However, potential options were

put forward through discussion at hui and from the working group. These options include a Waikato Region Maaori economic development waka, the assignment of champions to the deliverables of the Action Plan and Economic Agenda, or more of the same but better whereby existing organisations are allocated deliverables and strive to achieve these.



2 Methodology

The journey to develop an Action Plan and Economic Agenda for Maaori in the Waikato Region is ongoing. To date, this journey has been led by Waikato-Tainui and its partners and facilitated by BERL. BERL has worked with a project working group to deliver this report and the associated Action Plan and Economic Agenda. The following section discusses the various steps the research has taken to get to this stage in the journey, and to determine what is required to achieve successful Maaori economic development outcomes.

Stage one – give voice to measurable goals

The first stage focused on establishing the project and determining the rationale for the Action Plan and Agenda. This was achieved by:

- Introducing, discussing and confirming a project plan with the project working group.
- Reviewing previous research to better understand the current economic development landscape and likely areas of strategic importance for Maaori in the Region.
- Discussing this review and associated report with the project working group, and mapping where are the gaps and what should be the next steps in preparing an Action Plan and Agenda for Maaori in the Waikato Region.

Further information from the review of previous research completed on economic development, Waikato Region and Maaori is summarised in the next section of this report. Four messages emerged from the review.

These were:

- There are many documents and groups, but there appears to be limited cohesion or collaboration between these documents or groups.
- Synergies do exist, but these synergies need to be used to focus efforts on development activities.
- There is a need to confirm the general and specific objectives of these efforts.
- There is a need to agree how these efforts will be co-ordinated.

At the end of this stage, a clear rationale for the Action Plan and Economic Agenda emerged. This was to:

- Give voice to the measurable goals that Maaori in the Waikato Region want to achieve
- Create a sense of direction and shared purpose
- Share with others where Maaori in the Waikato Region are moving to and how that journey will be achieved
- Illustrate the many faces of Maaori business in the Region.

In the light of the Waikato Means Business documents and efforts, and following the principles of whanaungatanga (kinship), kotahitanga (unity), kaitiakitanga (guardianship), and Koha (reciprocity), a draft Economic Agenda was put forward by the project working group whereby Maaori in the Waikato Region commit to lead the way at the prow of the Waikato Means Business waka; unify efforts to improve the wellbeing of Maaori and all who reside in the Waikato Region; and enabling and Striving towards Mana Motuhake. The project rationale and draft Action Plan and Economic Agenda were then tested through hui.

Stage two – consider success as Business as Usual

The second stage focused on what are the actions that Maaori in the Region want to take to achieve successful economic development outcomes over the short and long-term. This stage involved talking, testing, and drafting short-term actions that lead to a long-term economic agenda. This was achieved by:

- Undertaking hui to test findings of the synthesis report and discussing the draft Economic Agenda and drafting initial list of set of actions.

Hui was held throughout the Waikato Region with people who represented Maaori land trusts and incorporations; whanau, hapuu, iwi and Ruunanga; education providers and research organisations; charitable trusts and social enterprise; employers associations and industry bodies; the public sector, investors and business. The koorero traversed many topics, but around the motu there was a universal desire for a Maaori economy where success is considered the “Business as Usual” situation.

But not the current “Business as Usual”, the new “Business as Usual”. Maaori in the Waikato Region want to drive their own economy, and influence and change the behaviour and mind-set of those around them to achieve this.

A broad range of ideas and suggested activities were put forward to formulate the Short-term Action list. Key amongst this was a view that economic development needs to cross the broader dimensions of social, cultural, whaanau and hapuu wellbeing. It should not just be focused on the economy, employment and household income. This was most clearly articulated in the recurring theme to protect, maintain, and enhance the status and use of te Reo. Similarly, the matter of land holdings and the constraints on unleashing their potential was a common thread throughout the discussions.

To take action, common themes or messages need to be determined and a filter needs to be applied to test if people are saying the same thing but in different ways. Testing and drafting the Action Plan and Economic Agenda also involved identifying what we can do now, what we can do later, and who we can partner with. The key themes that emerged from hui broke down into the following areas: business support; finance; education; communications; land and natural resources; technology; tourism; skills and employment; and culture and arts.



At the end of this stage, these nine areas were further distilled into four key themes. It should be noted here that these themes are not rigid or mutually exclusive, there are many crossovers and the order that they are shown does not indicate any particular ranked order or priority. These themes include: Skills and Resources, Education, Business Support and Communications.

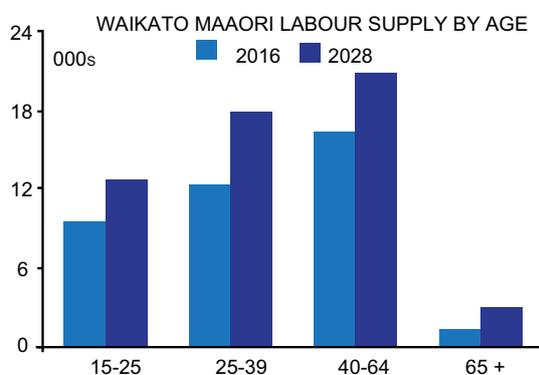


Stage three – measure the change

The third stage focused on redrafting the Action Plan and Economic Agenda, taking into account the discussions and input from hui participants, and presenting this to external stakeholders.

These stakeholders were invited to become part of the journey and to share how their work or programmes could feed into or be a part of this Action Plan and Economic Agenda. This was achieved by:

- Redrafting the Action Plan and Economic Agenda in response to hui and aligning this koorero around themes and actions.
- Presenting the draft Action Plan and Economic Agenda to a broader audience of stakeholders, including representatives from local and central government, industry associations, professional bodies, and social enterprise and charitable trusts.
- Undertaking modelling that tests the actions listed in the draft Action Plan through scenarios. These scenarios consider what if these actions were undertaken, what are the potential outcomes of this effort.



At the end of this stage, four scenarios were presented on Maaori employment in the Waikato Region in 2021 (the short-term) and 2028 (the long-term). The first scenario considered what would happen under a business as usual situation, whereby there was more of the same. The second scenario focused on the actions related to the primary sector and natural resource management. It also considered the impact of better business support for Maaori businesses in the Waikato Region. The third scenario focused on sectors that provide services to people, such as tourism, business services and IT, and the actions related to workforce skills and infrastructure in these sectors. The last scenario considered the successful implementation of the Economic Agenda, and the overall uplift that would occur among Maaori in the Waikato Region, and the positive impact this would have on the Waikato and New Zealand economies.

2.4 Stage four – take action

The last stage of this project focused on reporting the finalised Action Plan and Economic Agenda to the project working group for their confirmation. As noted at the beginning of this section, the journey to develop an Action Plan and Economic Agenda for Maaori in the Waikato Region is ongoing. This final reporting represents the end of one part of the journey and the beginning of the next.

There are various models that can be adopted to oversee the delivery of the proposed. Short-term Action Plan and Long-term Economic Agenda. Some of these options are presented in the final chapter of this report. However, a key question posed by the project working group in terms of next steps and action is: Where are the low hanging fruit and how can these be used to help prioritise the proposed actions? One answer is that the proposed Action Plan and Economic Agenda is not starting from a blank sheet of paper. Maaori in the Waikato Region are already involved in initiatives to improve well-being, particularly in areas such as health, education and the environment. Transitioning to work and further education, skills development, and youth unemployment are also areas of concern and focus.

To deliver the Action Plan and Economic Agenda it is important to understand who is already operating in this environment and what goods and services they are providing. This assists in the identification of potential partnerships and where the opportunities are to collaborate or to create economies of scale. Further, it also helps in the identification of what levers can be pulled to make things happen, and what small steps can be taken in particular areas to achieve big gains.

It is also important to understand the mix of skills and resources that are in the Waikato Region now, and how this could potentially change in the future. This information can help individuals, hapuu, whanau and iwi to make decisions about employment, education and training, and business investment. This understanding can also assist in the provision of support to businesses, individuals, whanau, hapuu, and iwi. For example, understanding the differences in Maaori employment in the Region and that people who are employed in businesses are often working in different sectors than those who are self-employed.

Previous research undertaken by BERL on the Maaori economy indicates that a greater number of Maaori



employed in the Waikato Region are working in the Manufacturing, Transport and Storage, and Property and Business Services sectors. Maaori who are self-employed in the Region are also concentrated in Property and Business Services. However, Maaori who are self-employed also work in the Primary sector, and Building and Construction in the Region. In terms of numbers, approximately 1,400 Maaori are self-employed (without employees so owner-operators) in the Waikato.

Together, these people hold about 20 percent of all of the assets held by Maaori business in the Waikato. In terms of self-employed assets, about 50 percent of the assets are in the Building and Construction sector, 15 percent are in the Primary sector, and another 15 percent is in Property and Business Services. Those who are involved in start-up businesses or are in the early stages of the business cycle are in the Property and Business Services, Food and Beverage Services, and Building and Construction sectors. Food and Beverage Services includes cafes, bars and restaurants, as well as food and beverage services within hotels. People working in and on these businesses provide goods and services to locals, as well as domestic and international visitors.

Education was a recurrent theme in our hui. This is unsurprising given that 58 percent of Maaori resident in the Region at the time of the 2013 Census were under the age of 30. Further, if we are to look at the various areas of the Waikato we find that 63 percent of Maaori resident in Hamilton City were under the age of 30 at the time of the Census, and 61 percent of Maaori living in the Matamata-Piako District were under the age of 30.

These numbers provide further evidence of the importance of education to the Action Plan and Economic Agenda, and the importance of education to the current and future wellbeing of Maaori in the

Region. Waikato Region Maaori need to influence the policy, funding, and direction of education at all levels within their rohe.

Economic wellbeing discussions also included expectations around Waikato Region Maaori being leaders in other areas of wellbeing. These expectations include long-term outcomes such as an increase in life expectancy, health and wellbeing; a decrease in crime statistics and incarceration rates; and national and international recognition of Waikato Region Maaori as kaitiaki of natural resources. Many hui attendees emphasised that economic wellbeing cannot be at the expense of other wellbeings, and that this is not an either/or conversation.

Overall, this indicates that the influence of Maaori in the Waikato Region will grow through the relationships that are built and strengthened through economic development projects and programmes, and by the momentum that this Action Plan and Economic Agenda creates.



3 The Landscape

Despite considerable diversification over recent years, the New Zealand economy remains predominantly based on the use of land, other natural resources and related products and services

The importance and nature of the export sector

This is particularly the case within the nations' critical export sector. The development of the export sector remains the focus of almost all economic strategic documents and discussions.

This may be in the context of:

- Calls for more outward-focussed businesses.
- Improved networks and connections with those abroad.
- Understanding the needs of the customer in far-flung markets.
- Accessing international partners for investment, as well as the transfer of technology/expertise.

The importance of the export sector is recognised explicitly in the Government's Business Growth Agenda, as well as earlier targets of lifting export performance so that the sector accounted for 40% of GDP by 2025 (currently around 30%).

Reasons underlying the critical nature of the export sector can be seen from positive and negative perspectives.

On the positive side, a prosperous, dynamic export sector inherently requires internationally connected and competitive businesses with a highly skilled and trained workforce, using the latest techniques and practices. Furthermore, an ongoing search for improvements in products, processes and services will be embedded in such a sector. Incomes being generated in this sector will enable a highly-paid workforce, as well as profitable enterprises consistent with their competitive stature.

On the negative side, the nation's external accounts show a significant weakness in its private and household sector debt situation. This debt situation impacts on the nation's ability to withstand unforeseen circumstances (such as, the Global Financial Crises or natural disasters). Moreover, the level of this debt makes businesses and households vulnerable to changes in external policy or behaviour (for example, interest rates, risk assessments, credit rating agency

musings or exchange rate fluctuations). Increasing export revenues, in the first instance, goes directly to reducing this debt and so reducing the risks facing New Zealand's private and household sector.

The importance of a point of difference

Arguably, one of the key elements in a successful export sector business is the ability to stand out in the crowded international market place. That is, to make your point of difference noticed, and then valued. Without doubt, the type of products and customers for the New Zealand export sector have changed, but the dependence on raw resources remains noticeable. Recent years have seen the emergence of products from the primary sector that have broadened the nation's export offerings and have mitigated some of the volatility in revenue accruing from the big-ticket dairy, meat, and forestry sectors.

For example, there have been noticeable increases in revenue from kiwifruit, wine, apples, avocados, miere (honey), other fruit, crustaceans, and mussels & squid export receipts. Together these categories totalled close to \$5.2 billion in export revenue in the latest trade year. This makes these exports set to contribute a similar order of export dollars to the New Zealand economy as the meat industry, which earned just under \$5.9 billion in the latest year.

Moreover, much of the latest developments have seen improvements in revenues based on value (or price) as opposed to volumes (or quantities produced). For example:

- kiwifruit export returns averaged \$3.30/kg in the year to March; up from \$3.17/kg last season, and well up on the \$2.86/kg received four years ago.
- apple export returns averaged \$1.90/kg in the year to March; up from \$1.82/kg last season, and well up on the \$1.32/kg received four years ago.



- avocado export returns averaged \$5.58/kg in the year to March; well up on the \$5.00/kg received four years ago.
- miere (honey) export returns averaged \$38.33/kg in the year to March; up from \$32.56/kg last season, and dramatically higher than the \$17.52/kg received four years ago.

The improvement in kiwifruit export prices can be largely attributed to the success of the gold variety in yielding higher prices for the fruit. To a lesser extent, the introduction of new varieties (e.g. Jazz and Pacific Queen) is also a factor in higher revenue yields for apple exports.

However, the recent success story is, without doubt, the honey export sector. Revenue has more than doubled in the past four years from \$150 million to well over \$300 million, arising from a close to doubling in price. The explanation, again, is in changes to the product mix – with most of the expansion attributable to the highly-prized and sought after maanuka variety.

The other export performance worthy of note is that of mussels and squid with \$288 million in annual export revenue. This total surged a remarkable \$80 million (or nearly 40%) over the year, a result of further expansions into Asian markets.

These provide a few examples of where a point of difference has been established (whether with branding, product or market differentiation), with consequent benefits being reaped.

Relevance to Maaori economic development

For Maaori business enterprises, the challenge is similar. What is the point of difference for the Maaori enterprise (whether exporter or not). More bluntly, is the enterprise a Maaori business? Or, a Maaori in business?

The establishment of a point of difference that is recognised and valued in the market place is a strong step towards a sustainable, profitable business venture.

And given the land and natural resource base of many Maaori organisations, the above discussion about the nation's export sector are also particularly relevant. Whether in the domestic or international market, the opportunity for Maaori to establish/reinforce their presence through ensuring their point of difference is visible and clear. This may be intrinsic to the product or service being supplied (e.g. a Maaori tourism experience), or through the production processes the organisation adopts (e.g. in applying appropriate land and water management practices).

Establishing such a distinction will clearly be dependent on (or aligned with) the values and objectives of the organisation or enterprise. The needs of the New Zealand export sector and Maaori enterprises in terms of a point of difference are, arguably, mutually reinforcing. Additionally, the longer-term and (arguably) broader objectives of many Maaori organisations provide a useful foundation to establish and maintain such a point of difference.

4 The Maaori economy in the Waikato

In 2014, BERL undertook research on behalf of the Waikato Regional Council, the Federation of Maaori Authorities (FoMA), and Te Puni Kokiri on the Maaori economy in the Waikato Region. A broad definition of the Maaori economy was adopted to provide scope to capture people, entities and enterprises that self-identify as Maaori. This builds on previous research completed by BERL on the national Maaori economy. BERL research on the Maaori economy in the Waikato therefore focused on quantifying Maaori employment, income, spending, and the asset base.

Context of previous research

This research assessed the economic contribution that Maaori make to the Waikato region. It looked at this economic contribution across three elements – people, businesses and assets. Data was drawn from the Statistics New Zealand 2013 Census of Population and Dwellings, information that BERL gathered on the collective Maaori asset base, and stakeholder interviews and hui.

People refers to the contribution that Maaori make to the economy through earning salaries and wages, and spending these salaries and wages in the economy. Business in turn refers to the overall Maaori economic contribution in terms of Gross Domestic Product (GDP).

Assets refer to the Maaori asset base, which is made up of collectively owned assets held by Maaori as well as the assets held by businesses of Maaori employers and self-employed.

A series of focus groups were held after the release of the 2014 report on the Maaori economy in the Waikato Region. This resulted in the formation of a project working group, with representatives from iwi and Maaori businesses. This working group has directed this project, with a project administration role undertaken by Waikato-Tainui.

This project working group arose because research on the Maaori economy in the Region provided a snapshot of the current situation. It did not address the questions what next or how do we grow the long-term potential of the Maaori economy in the Waikato Region. The Short-term Action Plan and Long-term Economic Agenda are part of addressing this, and achieving successful Maaori economic development outcomes.

Demographic profile

In 2013 the Maaori resident population in the Waikato Region was estimated at 83,740 people. This means approximately 22% of the resident population in the Waikato identified as Maaori, compared to 15% nationally.

In addition, just over a third of Maaori in the Waikato Region live within the boundaries of Hamilton City. Other districts with a large number of Maaori resident in 2013 were the Waikato district with 17% of the resident population identifying as Maaori, and Taupoo district, with 11% of the resident population.

Nationally, Maaori have a young age profile compared to the total population. In 2013, 34% of the Maaori population was under the age of 15. This compares to 20% of the total national population, which was under the age of 15. In 2013, 58% of the resident Maaori population in the Waikato Region were under the age of 30.

People and businesses

BERL research identified that Maaori employers and people who were self-employed were concentrated in the Construction, Agriculture, Forestry and Fishing, Property and Business Services, and Retail Trade sectors in the Region. Together, there were approximately 750 businesses owned by Maaori employers and these businesses had an asset value equating to an estimated \$2.6 billion. At the same time there are an estimated 1,400 Maaori who are self-employed and the asset value of their companies was an estimated \$668 million.

Assets

Approximately 26% of the collective Maaori asset base of New Zealand is within the Waikato Region, and the majority of this asset base is currently within the primary sector and property development. Maaori in the Region therefore make a significant contribution to the regional and national economy. However, further action is required to develop this asset base and ensure it achieves its long-run potential.

In a later section titled, Measure the change – scenarios and alternative futures, economic modelling and scenarios are used to illustrate the impact on employment in 2028 if the current situation continues.

This modelling indicates that the number of young Maaori available to work in the Region (the labour supply) grows at a faster rate than the amount of work available. This leads to a shortfall in jobs and an increase in unemployment over the next 10 years. This high unemployment is in addition to the ongoing salary gap. The modelling does not change the current distribution of employment. It assumes that Maaori in the Region continue to be employed in the same sectors, continuing with the current situation or business as usual theme.

5 Economic development, Waikato Region and Maaori

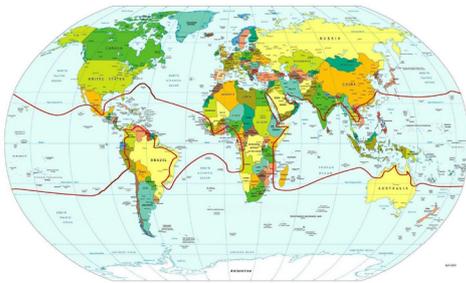
The call to action to develop a Short-term Action Plan and Long-term Economic Agenda for Maaori in the Waikato Region has its foundations in a number of documents that focus on economic development, Waikato and Maaori. The following section provides a synthesis of these documents and their relevance to Maaori in the Waikato Region. Here it should be noted that economic development is not limited by boundaries; however, the initial motivator of this Action Plan and Economic Agenda is the focus areas and documents associated with Waikato Means Business. The Waikato Means Business documents and focus areas concentrate on the geographic area of the Waikato Region and the Territorial Local Authority boundaries.

There is a myriad of efforts associated with economic development, Waikato Region, and Maaori. Maaori in the Waikato have been consulted by central and local government regarding action plans and agendas. This consultation has not often been a two-way conversation, if a conversation at all. Many who attended hui were therefore sceptical of this current mahi, and we understand their reticence. Earlier efforts covered a range of global, national and regional, Maaori and iwi, sector and industry perspectives. Peeling away the surface, we advanced four core messages from this synthesis:

- There are many documents and groups, but there appears to be limited cohesion or collaboration
- There are synergies that are apparent and that can focus efforts on development activities
- There is a need to confirm the general and specific objectives of these efforts
- There is a need to agree how these efforts will be co-ordinated.

The rationale for the Action Plan and Agenda is clear – to give voice to the measurable goals that Maaori in the Waikato Region want to achieve; to create a sense of direction and shared purpose; to share with others where Maaori in the Region are moving to and how that journey will be achieved; and to illustrate the many faces of Maaori business in the Waikato Region.

The global context



Economic growth in New Zealand has been lower than expected over the past year, and is expected to be muted over the near to medium term. The muted growth is a result of dampened demand both globally and domestically, and lower terms of trade.

Weak growth in the USA, coupled with a dampened markets in Europe and a slowing down of activity in China, means that our traditional export markets are somewhat subdued. This makes it increasingly important for our economy to produce exports which are able to be differentiated in such a way as to maintain or improve the value of our goods and services overseas.

This global slowdown in economic growth has been exacerbated by the continued fall in global dairy prices over the last year, a key component of New Zealand's primary sector dominated exports. For instance, in 1965, 88% of our export earnings were generated from wool, meat and dairy. In 2015 this was less than half of that, with total export earnings from the primary sector at 43%; but the primary sector still constitutes the major share of our export earnings.

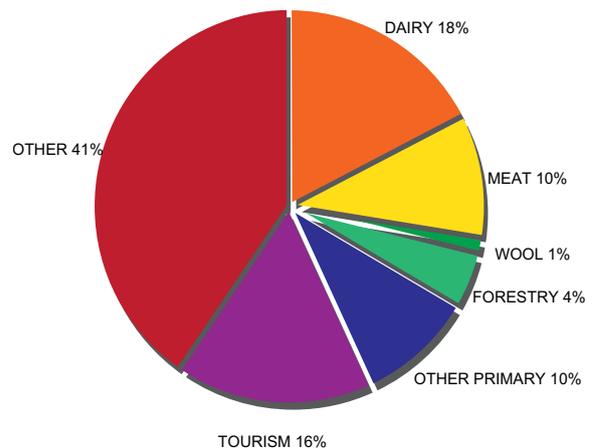
What is happening nationally:

A continuing reliance on primary sector exports

This raises the issue at a national level, of our continuing dependence on the primary sector for the majority of our export earnings. Granted, our natural resources provide the foundation on which our economy

was founded and on which it continues to grow, but there are a series of issues that accompany this dependence. It matters not only nationally, but also very much so within the Waikato region. This is because the Waikato is itself predominantly reliant on the primary sector for the majority of its economic activity.

National growth targets



The Business Growth Agenda, a series of microeconomic reforms set out by central government, aims to build a more productive and competitive economy. It has a target of increasing the country's exports to constitute 40% of our GDP generated by the year 2025. At present, that figure is approximately 30%. That gives us eight years in which to accomplish this target.

Looking to other sectors

Part of reaching this export target will involve branching out or expanding our other export sectors. These are usually focussed on tourism, which now accounts for 16% of our national GDP. The aspirational goal for tourism in New Zealand, the Tourism 2025 strategy, is to generate \$41 billion in total tourism revenue in 2025.

A demographic shift

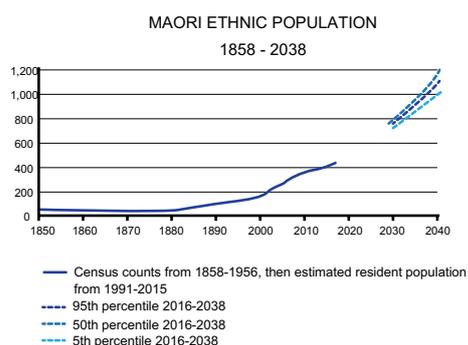
The New Zealand population in 2015 was approximately 4.4 million. The Maaori ethnic population was approximately 712,000. Statistics NZ population projections forecast that there is a 90% probability of the national population growing to between 4.91-5.16 million by 2025.

The Maaori population is expected to grow to between 830,000 to 910,000 by 2025. A defining feature of these population projections, is that the Maaori population is set to grow at a much faster rate than the non-Maaori population over the period.

There will be a significant shift in the breakdown of the different age groups within the Maaori and non-Maaori populations.

The Maaori population will come to represent a growing proportion of the New Zealand population, and it will also account for much of the younger cohorts aged 39 and under than their non-Maaori equivalents.

Meanwhile a greater proportion of non-Maaori will be aged 65 and over. In short, there will be two defining cohorts in 25 years' time; a significant proportion of retired non-Maaori, and a large cohort of young Maaori 39 and under.



The Auckland effect

Much of the change in population will be focussed in Auckland. Auckland is also where the majority of jobs are and will be held, and these jobs will be mostly those outside the resource based (i.e. primary) sector and tourism. These will be jobs such as construction, manufacturing, retail, and business services.

The ever increasing rise of house and land prices in Auckland are only exacerbated by the increasing population there. This has prompted some households to relocate to other areas of the country, some of whom have and will spill over into the Waikato Region. The Waikato district has already experienced some of this spill over, with their population growing as Auckland residents increasingly look southwards. This has already had, and will likely continue to have, subsequent effects on house and land prices in regions where people relocate.

The impact on future employment

The coming change in the breakdown of our age cohorts means that there will be an increased demand for education services. Not only that, but a need to suitably qualify, skill, and train the future labour force for jobs that will complement those sectors which nationally we are trying to grow.

The Waikato region

The economic performance of the Waikato region has been solid over the last few years. It is the fourth-largest regional economy in New Zealand, with about 2.5 million hectares of land, and accounting for approximately 8.5 percent of national GDP.

Primary production is the mainstay of the region, with dairying playing a prominent role in most districts in the region. Hamilton is more innovation activity focussed. Auckland and the Bay of Plenty regions are where Waikato rely on for access to international ports.

The resident population growth has more or less followed the national trend over the last 10 years, but growth has been faster than the national rate since about 2012. Annual GDP growth has been stronger than the national average over the last two years, though has been weaker in terms of growth in the number of businesses over the same period.

As at the 2013 census, 22 percent of the resident population in the region identified as Maaori, compared to 15 percent nationally. Maaori in the region made up approximately 14 percent of all resident Maaori in New Zealand. There will be a higher proportion of young Maaori in the region by 2025, an important factor to consider in terms of the future labour force, skills and jobs in the region.

Maaori play a significant role in the regional economy, not just through participation in the workforce and contribution to GDP, but also in ownership of assets. The Maaori asset base in the region is estimated at \$6.2 billion, which is 15 percent of total Maaori assets in New Zealand.

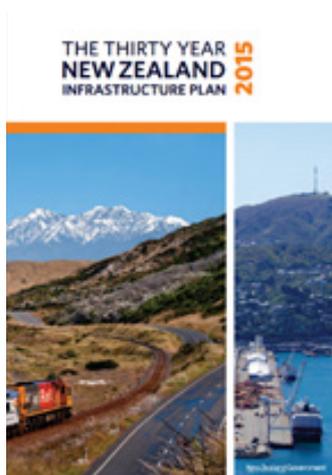
The region faces strong population growth, particularly as a spill over effect of Auckland residents increasingly look southwards, with a growing cohort of young Maaori.

National strategies and goals

The overarching strategy for economic growth in New Zealand is the Business Growth Agenda (BGA). Its main focus is on increasing our export earnings, to 40% of our GDP, by 2025.

This export target focus is supported by other central government strategies and projects such as the Ministry of Primary Industry (MPI) adopting a goal to double primary industry exports in real terms between 2012 and 2025. MPI has also developed 'Our Strategy 2030', which focuses on maximising export opportunities, improving sector productivity, increasing sustainable resource use, and protection from biological risk.

Alongside its aspirational goals for economic growth, the government has its National Infrastructure Plan, which sets out planned infrastructure expenditure and projects on a 30 year time horizon. This infrastructure is part of the push for economic growth, by increasing the connectivity of regions, or maintaining or improving current infrastructure to (continue to) enable trade.



The government also operates Crown Research Institutes (CRIs), which aim to support, sustain, challenge and develop existing sectors and also lead to the development of new sectors, through scientific research. Together with individual projects such as the New Zealand Food Innovation Network and Primary Growth Partnerships, these government activities are geared towards helping existing businesses as well as new ones, to grow and develop to become world-class in their respective fields. A 2015 ICT sector report showed that the technology and software services sector has been growing at a rate of 9 percent a year since 2008, and now contributes approximately 1.7 percent of GDP.

Tourism is one sector which has been mentioned already;

another sector which is currently experiencing growth and which will likely continue to be a steady source of export earnings for the country, is education. New Zealand has been experiencing recent influxes of international students over the last several years, particularly coming from India and China. This all ties back to the overarching goal of increasing New Zealand's export earnings to 40% of GDP by 2025.



Maaori strategies and goals

He Kai Kei Aku Ringa (HKKAR), the Crown-Maaori Economic Growth Partnership, is a document outlining a vision and goals for Maaori economic development. This vision is where whanau, hapuu, iwi and enterprises are actively seeking opportunities to sustainably develop their own resources (human and natural)



to improve Maaori economic performance. Similar to the BGA, there is a focus on ensuring productive use of natural resources, for example, minerals, land and geothermal; as well as growth in new markets.

The HKKAR however, also introduces a focus on lifting educational achievement. This is separate from but will also lead to one of its other goals of a skilled and successful workforce. This is different from central government strategies in that it explicitly targets the educational participation and performance of Maaori as its first goal, as opposed to government's focus on education as a source of export revenue. Maaori under this HKKAR could contribute and benefit two-fold from this in terms of not only providing education services that could be exported, but also in terms of upskilling their own population.



Parallel to this is the Ministry of Education's strategy for Maaori students, called Ka Hikitia: Accelerating Success 2013-2017. This strategy focuses on Maaori students gaining the skills, qualifications and knowledge they need to enjoy and achieve education success as Maaori.

In the 2014 Budget, the government allocated \$30 million over six years for a Maaori ICT Development Fund to support Maaori economic development by encouraging Maaori participation in the ICT sector, and access to Maaori language and culture through ICT and digital literacy initiatives.

Another key goal of the HKKAR sees Maaori Inc as a driver of economic growth. This is an important goal to make for Maaoridom, as it places them as taking the lead at a national level. Maaori enterprises would be the vehicles through which ideas, skill and capital would be applied to achieve economic growth.

One of the key themes from HKKAR is of working in partnership with local and central government. But while there have been several iterations of such plans, there

has not been much activity in terms of actual actions completed or currently being undertaken to address these collaboration opportunities. However, this is where Waikato Means Business provides Maaori in the Waikato region the opportunity to take the lead in this role. The Federation of Maaori Authorities (FOMA) acts as the representative body of member Maaori Authorities nationwide. Several of the Maaori Authorities in the Waikato region are members of FOMA, and the skills and knowledge networks that FOMA provide could waterfall down through these Maaori Authorities' interactions with other stakeholders in the Waikato region.



For example, FOMA works with Tuhono Whenua Horticulture Ltd, which is a collaboration of Maaori business and horticulture leadership specifically focussed on delivering sustainable productivity to Maaori owned horticultural land. The skills and knowledge learned from those members who work with this organisation would presumably lead to increased productivity and efficiency of the land. Since one of the WMB objectives is to increase the innovation and



use of agri-business technology, there are potential synergies between the two to look into.

5.6 Waikato region strategies and goals

There are 11 local councils in the Waikato Region, including the regional council. Each has their own set of legally required documents, such as 10 year plans, annual plans and reports, and each region in New Zealand has its own Regional Plan. Some, but not all, councils, also have their own economic development strategies, but these all now look to the Waikato Means Business document as the guiding strategy for the region as a whole.

Working collaboratively is already in the works, as evidenced by the Waikato Means Business document. There has also been recent activity with collaboration between local councils and other agencies, including the Future Proof Growth Strategy of 2009, which was developed by the sub-region of Hamilton City, Waikato district, and Waipa district. It addresses how it should be developed, based on a projection that the population in the sub-region would double by 2050. This strategy also tackles issues associated with the spill-over effect of growth spanning outwards from Auckland, and also addresses water issues in the region as pressures on land and water use increase.



Similarly, other reports such as the Martin Jenkins report on the economic development issues and opportunities in the region, outline areas for possible development or expansion.



The Waikato Plan appears to be most relevant plan to the Waikato Means Business document, and highlights where Maaori in the region can make a real contribution.

A Spatial Plan was part of the research process leading to the development of the Waikato Plan, which was recently released. The Waikato Plan brought together councils, central government, and other agencies to speak with one voice about important issues. What was missing here however, and which the Waikato Plan flags as one of their four priorities, is partnering with iwi. The development of this Maaori Economic Action Plan and Agenda serves as opportunity to segue with not only the Waikato Means Business strategy, but also the Waikato Plan.

Waikato Iwi strategies and goals

The main iwi in the Waikato region are Te Arawa, Tuwharetoa, Raukawa, Hauraki, Ngaati Maniapoto, and Waikato. Again, this is based on our focus on the territorial local authority area of the Waikato Region.

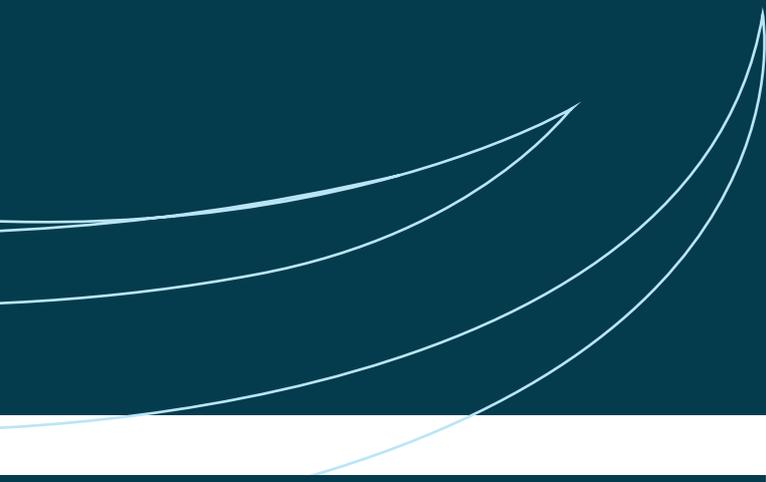
These Iwi are united in their mutual desire to see growth, prosperity, vibrancy, strong cultural identity, and overall wellbeing within their iwi.

The iwi are holders of a significant amount of asset holdings in the region, and some of these could be further developed or new opportunities could be explored. For example, a 2014 report on the economic impact of aquaculture in the Waikato region found that the sector

contributes approximately \$27 million to Waikato's annual regional GDP. Opportunities for further development in this sector, or its introduction in other parts of the Waikato could be examined. For example, potential links between some of the property holdings such as hotels held by some of the iwi, with regional education or training providers, to provide internships or jobs to graduates. Each of the iwi have their own individual projects and strategies in place as well, which are for the benefit of their iwi members. Some of these address a wide range of issues that could be developed further or worked on together with local councils. For example, Maniapoto has an Upper Waipa River Fisheries Plan while Hauraki has its Whaia Te Mahere Taiao a Hauraki environmental management plan; these could potentially be used as a template for other iwi in the region to adopt, as well as councils. Other iwi environmental strategies include Raukawa Environmental Management Plan 2015 and Raukawa Fisheries Plan 2012, and Waikato Tainui's Environmental Management Plan.

Other projects and plans that the various iwi have in place include education plans, such as Maniapoto Education Strategy Waikahika, and Waikato Tainui Education Plan 2015-2020; housing projects such as Waikato Tainui Housing Strategy and Maniapoto Housing Strategy which is under development; cultural values frameworks such as Te Arawa Te Tuapapa o ngaa wai o Te Arawa, and Maniapoto Ngaa Taonga Tuku Iho project; and Waikato-Tainui Social Development Strategy. Maniapoto also has its Maniapoto Economic Research and Innovation Work Programme (MERIC), and Ngaa Aho Rangahau oo Maniapoto – Threads of Research (NAROM) documents related to economic development.

As well as these, each of the iwi also have their own organisational strategies or plans. These include annual reports such as those of Te Arawa, Tuuwharetoa, and Raukawa, annual plans such as Hauraki and Maniapoto, and finally other organisational



documents such as Waikato-Tainui Whakatupuranga 2050 (Long Term Blueprint) and Relativity Hui Report 2013, and finally Hauraki's Strategic Blueprint 2012-2017 and Te Kapua Whakapipi Final Report 2014.

There are also various projects and activities undertaken by the iwi, which do not necessarily have their own separate strategic document, such as health services. For example, Tuuwharetoa grants and scholarships, kaumaatua medical grants, marae development, and funding of opportunities and initiatives. These projects, plans, and activities, have been built or devised with iwi members in mind, but the knowledge and experience of the individual iwi could be brought to the regional table through the sharing of data, knowledge, or potentially shared services could be developed between iwi, much as can be developed between local councils. But even beyond that, these could be potentially linked to local government and other local agencies. Services such as hauora, with the appropriate funding frameworks in place, could be further expanded to include other community members in the Waikato region. While these services are already made available to the wider community, uptake could be encouraged through partnership with local and central government, and other agencies or even iwi, to develop a shared service network. While this model may be contentious, it is but one potential avenue to explore. The associated issues of funding and the logistics of developing such a network would need independent investigation.

The core messages

It is undoubtedly an injustice to summarise in a couple of pages the myriad of efforts associated with economic development, the Waikato Region, and Maaori. Nevertheless, four core messages emerge from this review. These are:

- There are many documents and groups, but there appears to be limited cohesion or collaboration

between these documents or groups.

- Synergies do exist, but these synergies need to be used to focus efforts on development activities.
- There is a need to confirm the general and specific objectives of these efforts.
- There is a need to agree how these efforts will be co-ordinated.

Various strategies, plans, and projects focus on or allude to economic development in the Waikato Region. Most are at a regional level, and many are at an iwi level. Some of these have been or are being developed in parallel to similar work that has already been or is currently being undertaken.

There are cross-overs in some of the objectives or work streams of some of these documents, which indicates that there is not a lot of effective collaboration occurring between the various parties involved. These parties include at a national level, central government; and at the regional level, local government and other agencies, and iwi. Here are also some sub-regionally focussed strategies, but these involve a mix of some of those already involved at the regional level, such as local government.

There are potential synergies between some of the strategies or individual projects, if there was more effective collaboration. For instance, the Waikato Means Business document identifies education and upskilling of the workforce as a priority area for the region. Education is also identified at the national level as a priority for Maaori economic development through the He Kai Kei Aku Ringa Maaori-Crown partnership for Maaori economic development. Some of the individual iwi, such as Waikato-Tainui and Maniapoto, have their own education strategies or projects that are already in operation and/or are already working towards upskilling their iwi members. Lessons from some of the actual services themselves could be shared among not only other iwi, but also with local and central government.



This is supported by the desire, particularly from local government led documents, to partner with local iwi. This sentiment is also echoed across central government documents. The shape and form of this partnership is not however explained; although one area where iwi and local and central government could collaborate further is in the area of environmental issues. Given the significant level of exports coming from the primary sector, environmental issues arising from natural resource reliant industries are of particular concern, especially around the issues of water quality and quantity. Some iwi have already developed their own environmental plans with local government, such as Maniapoto and Raukawa, and these could provide suitable frameworks that could be developed further.

There is also a common vision of increasing the volume of exports and the value-added from these exports at a national and regional level. This has already been actioned in various ways, such as the development of the Waikato Innovation Hub, which focuses on technology driven industries.

Iwi hold significant assets in the region, and these assets could potentially be expanded, for example through improving productivity or increasing production, or linking up with education providers to provide avenues for trainees or students to segue into the workforce. This is particularly relevant given the future pattern of demographic change in the future, with an increasing cohort of young Māori.

In addition, the development or expansion of industry collectives, such as beekeepers for example, could be further investigated, and this could be linked to education providers. There is a shortage of domestic labour nationally for suitably skilled beekeepers; developing appropriate training could address these demographic and labour issues simultaneously.

Overall, various strategies, plans and projects have been developed and are already underway. The



commonality between all of them is the vision of improving the wellbeing of the residents, whether it be social, economic, cultural or environmental. Economic development plays a large role in this, as identified through the various visions and objectives of the various documents, across the national, regional, and iwi levels. The opportunity exists for creating something along the lines of shared services, or a network of interlinked services or information sharing, that could benefit not only iwi members, but the broader Waikato region community. In essence, there are pathways and avenues that are already in existence on the map; there is a common goal in mind; the challenge is linking up these pathways and avenues to each other to create an effective network.



6 Success as business as usual – actions to create the new normal

At the end of the first stage, a clear rationale for the Short-term Action Plan and Long-term Economic Agenda emerged. This was to:

- Give voice to the measurable goals that Maaori in the Waikato Region want to achieve
- Create a sense of direction and shared purpose
- Share with others where Maaori in the Waikato Region are moving to and how that journey will be achieved
- Illustrate the many faces of Maaori business in the Region.

To focus on actions that Maaori in the Region want to take to achieve successful economic development outcomes over the long and short-term, hui was held throughout the Region. Those who attended represented Maaori land trusts and incorporations; whanau, hapuu, iwi and Ruunanga; education providers and research organisations; charitable trusts and social enterprise; employers associations and industry bodies; the public sector, investors and business.

The following section discusses the themes that emerged from these hui and the draft Short-term Action Plan and Economic Agenda that arose. The following four sections of this report discuss in more detail the actions associated with each of these themes, and the koorero that emerged from the hui regarding these themes.

Four themes

The koorero traversed many topics, but around the motu there was a universal desire for a Maaori economy where success is considered the “Business as Usual” situation. But not the current “Business as Usual”, the new “Business as Usual”. Maaori in the Region want to drive their own economy, and influence and change the behaviour and mind-set of those around them to achieve this.

A broad range of ideas and suggested activities were put forward to formulate the short-term action list. Key amongst this was a view that economic development needs to cross the broader dimensions of social, cultural, whaanau and hapuu wellbeing. It should not just be focused on the economy, employment and household income. This was most clearly articulated in the recurring theme to protect, maintain, and enhance the status and use of te Reo. Similarly, the matter of land holdings and the constraints on unleashing their potential was a common thread throughout the discussions.

To take action, common themes or messages need to be determined and a filter needs to be applied to test if people are saying the same thing but in different ways. Testing and drafting the Action Plan and Economic Agenda also involved identifying what we can do now, what we can do later, and who we can partner with.



The key themes that emerged from hui broke down into the following areas: business support; finance; education; communications; land and natural resources; technology; tourism; skills and employment; and culture and arts.

At the end of this stage, these nine areas were further distilled into four key themes. It should be noted here that these themes are not rigid or mutually exclusive, there are many crossovers and the order that they are shown does not indicate any particular ranked order or priority. These themes include: Skills and Resources, Education, Business Support and Communications.

The following four sections of this report discuss each of these themes in more detail and how they fit with the Action Plan and Economic Agenda.



Economic Agenda

In the light of the Waikato Means Business documents and efforts, and following the principles of whanaungatanga (kinship), kotahitanga (unity), kaitiakitanga (guardianship), and Koha (repaying, giving back, or replacing what you take),

Maaori in the Waikato commit to:

- Lead the way at the prow of the Waikato Means Business waka
- Unify efforts to improve the wellbeing of Maaori and all who reside in Waikato
- Enabling Mana Whenua.

Each of the short-term actions have measures that align with the long-term Economic Agenda and the following pou:

Engage

- Successful businesses that share culture
- Opportunities for Maaori businesses to connect share, and grow.

Export

- Goods and services (including IP-rich business models) to generate income
- People as ambassadors to establish and enhance future market relationships.

Educate

- For strong participation in ECE, school, and post-compulsory sectors; in te reo, kawa, and tikanga
- In line with pathways, whether for further education, careers and/or professions
- To achieve positions of influence, whether as self-employed, employers, and/or employees
- To share knowledge and leverage best practices, networks, and avoid duplication of effort.

Employ

- For growth in high-skilled occupations and knowledge dependent sectors
- For accumulation of wealth in home, businesses, whaanau and whenua.

Enable

- The upskilling of the future workforce, attracting and retaining talent; encouraging entrepreneurship (self-employment) and creative enterprises
- Revitalised communities where te reo thrives and succession (of businesses and organisations) planning is transparent
- Efficient and effective business practices, sustainably utilising natural resources and investing in methods to improve quality of such resources.

7 The Short Term Action Plan

The Short-Term Action Plan is aligned with the Economic Agenda to engage export, educate, employ and enable.

7.1 Skills and resources - actions



Koorero

Some of the themes that emerged from our hui regarding skills and resources can be summarised as:

- Lift education outcomes for tamariki and rangatahi to grow the current and future talent pipeline and Maaori business leaders
- Equip the workforce to adapt to changing technology, energy needs and consumer demands
- Ensure sustainability of resource use is consistent with hapuu and iwi values and objectives.

To create thriving Maaori businesses it is important to nurture and grow Maaori leaders at all levels. These leaders can be involved in businesses and entrepreneurial activity, working for their tribe, land trust or incorporation, or in the community volunteering within schools or community groups.

To do this, the number of rangatahi that leave secondary school with NCEA Level 3 needs to increase as the education outcomes of tamariki and rangatahi needs to lift to grow the current and future talent pipeline and Maaori business leaders. Career pathway programmes need to be encouraged and established from Year 7 and Year 8, and the whole whaanau needs to be educated so that parents can help their children to identify appropriate school, careers and pathways.

To connect tamariki and rangatahi to career opportunities, it was suggested that an annual careers expo is held with Maaori businesses as sponsors. This expo would promote employment and training opportunities, including secondments, internships and opportunities on the boards of Maaori land trusts and incorporations. It could include workshops that teach goal setting, interview skills, and confidence building; and provide opportunities for youth to speed date with potential employers, as well as attend short presentations from successful Maaori business people. Hui participants indicated that it is important to connect with rangatahi and involve them in growing the business; teach them how to be a leader or a trustee; and involve them in governance and cultural competency training. It was also noted that opportunities could be provided to undertake training in and around marae. Here, rangatahi can be engaged to undertake repairs and maintenance work under the guidance of qualified tradespeople who are part of the whanau or hapuu.

Specific examples were provided of what this possibly could look like as an action - notably Marae DIY skills and cultural workshops. To provide opportunities to gain practical skills, it was suggested that rangatahi be encouraged to get involved in their marae through DIY projects such as maintenance and repairs of the building and grounds. These skills could be taught by skilled locals, or a teacher/lecturer/specialist from the local waananga, or businesses such as Mitre 10 or Bunnings. At the same time, the kaumatua or leaders on the marae have the opportunity to engage the rangatahi in some of the iwi knowledge and history, and could teach them about their whakapapa for example.

It was also suggested that iwi entities support their board members and senior management team to identify and mentor future leaders.

This support could be financially and/or in-kind through the provision of time and/or resources. These future leaders can be existing business people, emerging entrepreneurs, people undertaking tertiary education, or young school leavers. Programmes such as this could be the natural progression from identifying and supporting emerging Maaori leaders within secondary schools and through existing youth initiatives in the rohe. Having this connection could also encourage these emerging leaders to be role models and to raise the expectations of other young people.

Sustainable resource use

To sustainably manage natural resources, active involvement in the planning and spatial development of the rohe is required. This planning needs to align with Maaori aspirations for growth and development, and associated infrastructure needs, as well as take into account projected population growth locally, regionally and nationally. Discussions on resources – particularly waterways, lakes, rivers, and streams - focused on the need to ensure resource use is sustainable and consistent with hapuu and iwi values and objectives. Access to, and management of, natural resources in a sustainable way that has a long-term focus rather than short-term, quick fix solutions is important to Maaori in the Region.

The koorero around this theme focused on the need to improve and protect the quality and quantity of water for businesses, whaanau, industry, and recreation, for generations past, present, and future.

Water was a key part of this discussion, whether it be pollution of waterways, streams and rivers; access to water for irrigation or water storage projects; or an informed discussion about who determines how resources are allocated, and who should be at that table as part of that discussion. This last point also included concern about the distribution of knowledge and information. For example, if people are part of these discussions and are representing are made aware of these discussions, policy changes and/or positions that you are advocating from?

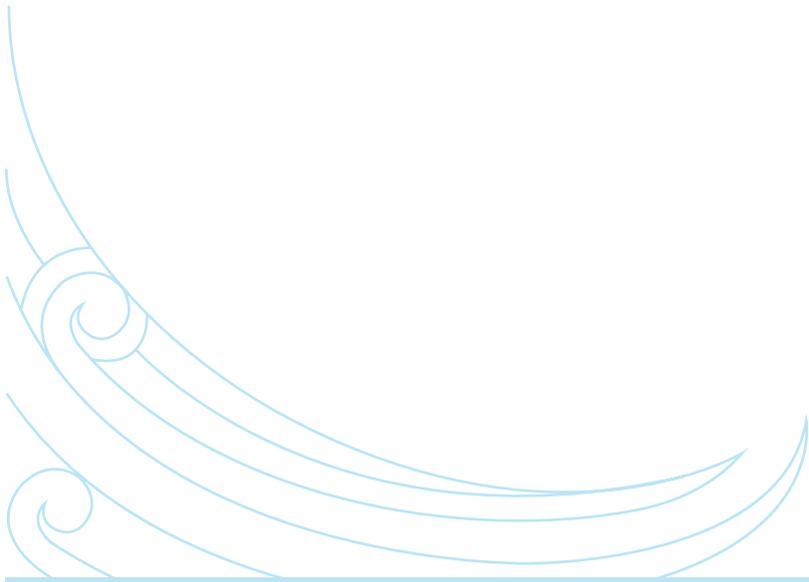
A suggestion was put forward that best practice guidelines should be established, for water and indigenous biota in particular, that local and central government should follow. These guidelines could tie in with school programmes such as EnviroSchools and/or be part of sustainable businesses that marae with land want to establish. Further, it was suggested that the iwi Chairs and Chief Executives be key advocates for these guidelines while their teams develop best practice guidelines for their area.

Some of the themes that emerged from our hui focused on the need to support and encourage business start-ups, as well as keep fledgling and well-established businesses in the loop.

- Establish a forum where success stories can be celebrated and war stories shared, and publicise these role models and the lessons they have learnt.

- Consider what shared services could be offered to Maaori businesses within the rohe, and how these could be accessed either physically or virtually. Provide a variety of business support services including back office support, business mentoring, micro-financing, professional development and training, accreditation, local and export market intelligence, and connection to other like-minded or similar stage businesses.
- Promote, connect and leverage opportunities for Maaori businesses by providing better information/ access to business support, information and tools. For example, or work flow management tools for start-ups and SMEs; or connect people to business mentors, or provide the space for them to meet. Hold workshops – from business basics through to advanced skills - and include training on cultural competency and the use of an agreed Waikato Maaori economic development brand.
- Create an events calendar for Maaori businesses to connect and network, encourage people who are business mentors and business coaches to bring their clients to these events and to go themselves and create new connections. This events calendar should include events with guest speakers, gala dinners and an annual Maaori business awards.

Together, these discussions indicated the need to leverage and support existing Maaori business support services to support start-ups and entrepreneurs, to create opportunities for these Maaori businesses to network and share stories of failure and success; to increase the capability of Maaori business owners and their staff and to provide them with early, mid and late-career training and professional development opportunities.



Long-Term Agenda

- ▶ Create a brand that illustrates the direction of Waikato Maaori in the Region and economic growth. Grow the brand and work to gain international recognition through partnerships with government agencies such as NZTE and MFAT
- ▶ Create physical hubs in Taupoo and Hamilton that act as conduits and connectors to the various spokes throughout the rohe
- ▶ Increase collaboration in diversified land productivity developments; Tourism, Horticulture, and Apiculture
- ▶ Collaborative investment in water developments; Research, Plant, Quality and Distribution

Short-Term Action Plan

Work with Waikato Region secondary schools and whaanau to ensure rangatahi leave school with NCEA Level 3

Manage natural resources and undertake planning and spatial development

Create opportunities for Maaori businesses to network, share stories and access support

Devise initiatives to enable whaanau to mentor and tutor their children

Establish partnerships with Waikato secondary schools

Establish paid internships in Iwi-determined priority industries for Maaori students

Encourage pre-trade courses to be offered to Maaori students

Assign Maaori business mentors to Maaori students

Encourage sport and athletics scholarships

Advertise to whaanau how to access GIS database of land ownership and whenua Maaori resources

Engage with and participate in expert panels

Actively participate in resource consent application decision making

Establish paid internships in architecture and planning for Maaori students

Facilitate the establishment of new Maaori businesses

Advertise to whaanau how to access online material and mentoring services

Facilitate professional development opportunities

Create a portal for Maaori businesses in Waikato Region



7.2 Education - actions



Koorero

What can we do for ourselves to grow ourselves? This was a question raised in relation to discussions about te reo Maaori, the importance of language to culture, and the importance of succession planning on marae. It is therefore important to help people connect with their hapuu and iwi no matter where they are in the world. Hui participants recognise that many tribe members live outside of the rohe but they also recognise the importance of knowing who you are and where you are from, and the role that culture - te Reo Maaori, tikanga and kawa – plays in that. Succession planning is needed to ensure that tamariki and rangatahi understand te Reo Maaori, tikanga and kawa, and remain connected or reconnect with their iwi and marae.

To achieve the action point te reo Maaori is spoken in everyday conversation, the number of teachers fluent in te Reo Maaori in our education system needs to grow. This includes Koohanga Reo and Kura Kaupapa Maaori teachers, and teachers within tertiary education organisations. The number of teachers teaching te Reo Maaori needs to grow along with the number of teachers in Kura Kaupapa Maaori. However, training and employing teachers is not enough, tamariki and rangatahi need to also be encouraged to stay at school and be engaged.



As part of the koorero on keeping tamariki and rangatahi in school and engaged, there were more broader discussions about increasing the STEM (science, technology, engineering and maths) content of the school curriculum and making these subjects more relevant to employment. Students move between subjects, particularly at senior secondary level and it was argued that many Maaori students don't know what they want to do when they leave school. The selection of subjects can therefore limit or open up opportunities for them.

Many businesses currently use technology as a pen; this mind-set is expected to change through an increase in the application of technology within businesses and an increase in the number of people in technology careers. Rangatahi could offer something different to the business and technology world as they look at the world through a different lens and from a different perspective. Maaori youth could be the shapers and builders of technology.

How do you encourage more Maaori into STEM subjects, and in turn increase the number of Maaori graduates in this area? The answer that was put forward is to increase the STEM content of the school curriculum, but provide pastoral care once they get to tertiary level study as the topic can be isolating.

[What do you want the Waikato Regional economy to look like in 2025? And in 2050?](#)

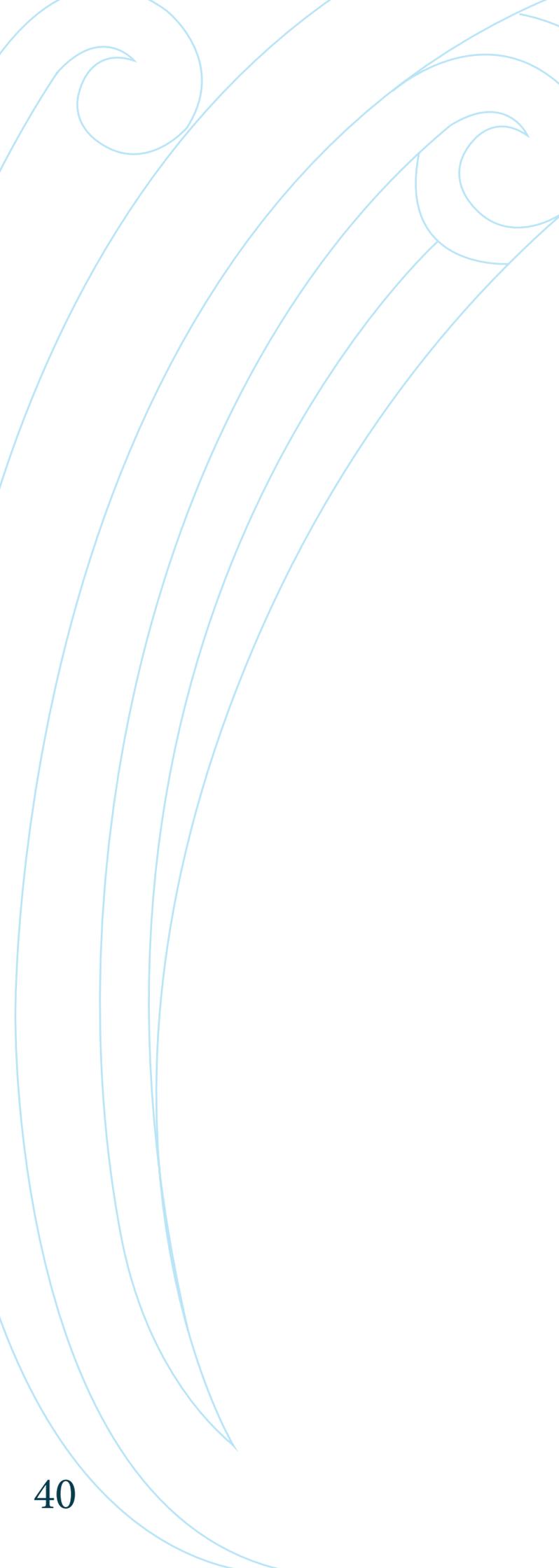
Overwhelmingly the answer to this question was an increase in Maaori employment and home ownership, and an associated increase in income, skills and education. Maaori as individuals are healthy, wealthy and wise, and collectively Maaori success as Maaori, is the business as usual situation.

At the heart of this discussion was the need to improve financial literacy and numeracy to improve savings rates, home ownership rates, and to help whanau better understand how to make money work for them.

Suggested actions included the establishment of a financial literacy and numeracy programme for 15 to 18 year olds where they learn about money and financial literacy. This was noted as being particularly pertinent as access to credit and finance was considered "easier now", and that young people often got themselves into debt. Papa Whairawa was also noted as a financial literacy programme that could be drawn on; this is a Level 1 qualification offered by Open Waananga.

A common theme throughout all hui was keeping young people in school and engaged in education. Concerns were raised regarding the key transition points – between primary school and intermediate, intermediate and secondary school, and between secondary school and work and/or further education. Here, concerns were voiced that tamariki and rangatahi were either not transitioning well or were not transitioning at all. Several solutions were offered including: keep our young people in schools by focusing on their achievements, and keep them engaged in subjects and areas of interest and relevance. Several groups spoke of the need to teach goal setting, and to assist students and young people to build confidence and follow their passion. However, it was also noted that it is important to support whanau and hapuu to instil these values in their tamariki to encourage goal setting and high education achievement - and to assist tamariki to get a solid education base.

It was acknowledged that youth can lack self-identity and empathy for others; they may only have negative authority figures in their lives and may not benefit from any form of adult mentoring. It is therefore important to encourage role modelling and to mentor youth who have no adult role models. Examples were provided of existing programmes that can be supported, expanded or replicated in other areas of the rohe.



The Ngaruawahia-Huntly Collaborative Youth Strategy has been devised as part of Smart Waikato's Social Progress Action Network. This strategy has identified the need for role models to assist with some of the key social problems and local challenges occurring among rangatahi in Huntly and Ngaruawahia. This Social Progress Action Network also highlights the importance of expanding existing successful programmes in the Waikato Region. Other examples that were cited include the expansion of the Secondary Schools Employer Partnerships and Enviroschools. For example, SSEP (Secondary School Employer Partnerships) is currently in place at Fairfield College and could be extended to other secondary schools in the rohe. This initiative connects secondary schools and industry, and contextualises student learning so students can see the relevance of school subjects to work and the real world. It was developed by the Smart Waikato Trust. Smart Waikato is a charitable trust with a network of almost 1,000 employers and educators throughout the Waikato Region. The Trust "enables better linkages between secondary and tertiary education and the workplace."

The Enviroschools programme provides pathways from early childhood through primary, intermediate, and secondary school and beyond. Currently there are 14 regional partners and 170 enviroschools in the Waikato Region, which is 44 percent of all schools in the area. There is the opportunity to ensure that all schools in the rohe are regional partners along with the relevant councils as the programme is implemented regionally along regional council lines. There is also the opportunity to establish and build key relationships with facilitators from these partner organisations and work with them to facilitate action-learning that is focused on the environment. It should be noted here that Enviroschools is supported nationally by Toimata Foundation, which is based in Hamilton.

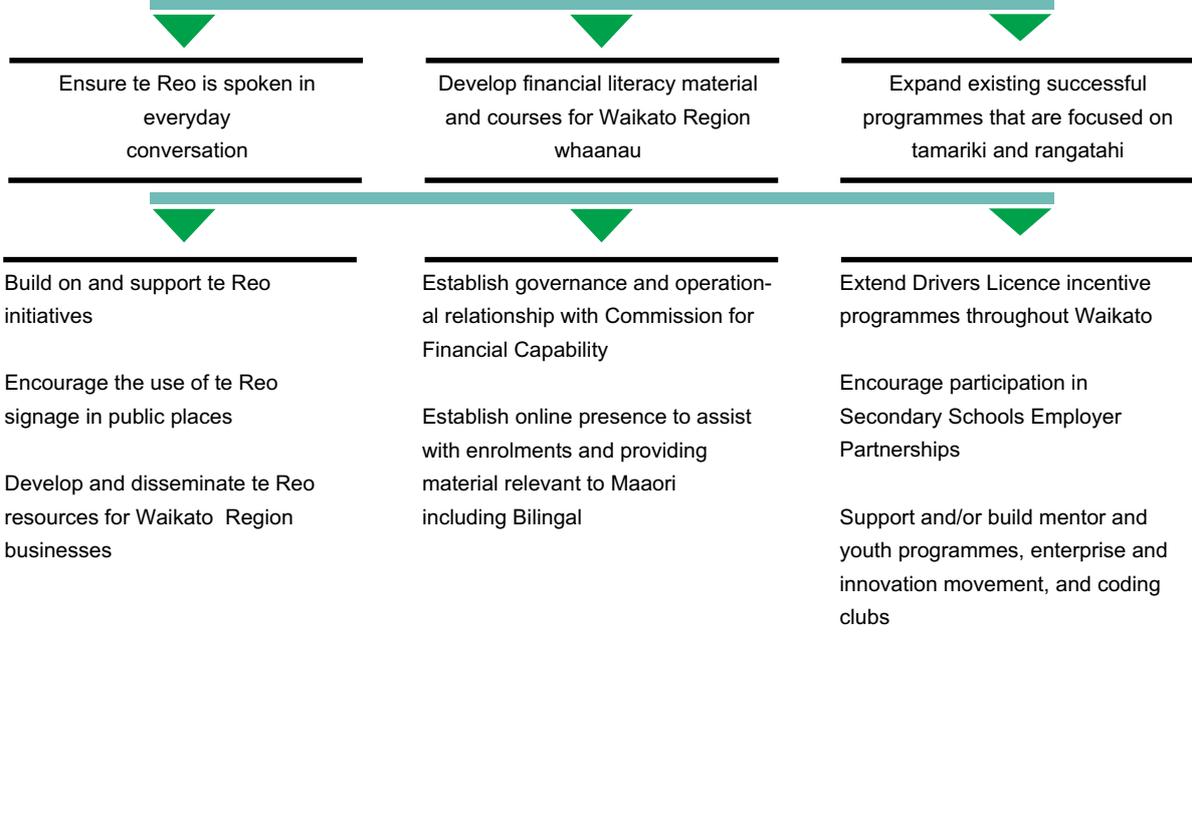
The opportunity to work with others and build on the success of current programmes in secondary schools – either through financial support, in-kind support such as people or resources, or by finding businesses and/or employers that students can work for – makes this an action point. For example, supporting the SSEP – Secondary School Employer Partnership that is in place at secondary schools such as Fairfield College, and supporting Enviroschools and assisting this trust to expand to secondary as well as primary schools.



Long-Term Agenda

- ▶ 100% of rangatahi and tamariki will be fluent speakers of te Reo Maaori
- ▶ 100% of rangatahi will leave secondary school and enter the workforce or tertiary education with a minimum of NCEA Level 3
- ▶ 100% of tamariki will attend Early Childhood Education

Short-Term Action Plan





7.3 Business support - actions



Koorero

The growth and development of specific sectors was raised as part of broader discussions on increasing employment opportunities, and providing rangatahi with work experience and career opportunities. The need for skilled people to undertake work opportunities was discussed in relation to what opportunities can be grown within our communities to provide work at home so people do not have to leave to undertake further education and training, or to find employment.

One suggestion put forward is to drive specific developments within sectors of interest, such as tourism. For example, create a tourism strategy and work with others to develop businesses and attractions that could benefit from this strategy. This strategy could begin by undertaking a stocktake of existing tourism strategies, policies and investment plans and planned ventures; undertaking a SWOT analysis of these; engaging with stakeholders about these ventures, tourism strategies, policies and investment plans and considering the feasibility of these ideas given the regional, national and global environment and projected domestic and international visitor numbers and profiles; then creating a strategy that has short and long-term goals; appoint a working group to monitor and achieve the goals of the strategy; and encourage this working

group to work with Waikato Maaori in the Region around branding, accreditation and professional development. A cultural tourism strategy could also be developed, working in partnership with the local RTO (regional tourism organisation) and Waikato Means Business. This would fit in with the RTO's existing 10 year strategy and could involve undertaking a stocktake of current and potential cultural tourism offerings e.g. identify clusters of activities, businesses and experiences; product or experience development support; and waka/marae trails/experiences. As part of this cultural strategy a sister city relationship in the Asia-Pacific region could be promoted and built.

The need for domestic and international market research, labour market research, and a skills database was all put forward. These are considered areas of interest and research programmes that new or existing Maaori businesses may find useful. It was suggested that this information could be provided via a website, social media, email and/or a regular publication. It was noted that there is the opportunity to work with others such as the Commission for Financial Capability to build capability around capital investment and capital markets, financial literacy and numeracy, and the establishment of savings and investment schemes. The Commission for Financial Capability offers courses and programmes, including community and school programmes that focus on financial literacy and numeracy.

One of the actions from the National Strategy for Financial Capability is to promote saving and investment schemes among Maaori, like Whai Rawa. This creates an opportunity for Waikato Region Iwi CEs and Chairs to work together to develop a savings scheme like this and to consider the establishment of a micro-finance institution.

An action point put forward by several groups was the need to create feedback loops and the opportunity to be informed about and contribute to discussions that



impact on local people and their communities. Specific examples included the need for Maaori to be part of local feedback on regional issues that are being discussed within each of the district councils and the regional council; the Crown Research Institutes; the tertiary education providers such as the University of Waikato and WINTEC; and Environment Waikato. The outcome of this action would be good representation at a regional level on sustainability, economic and environmental issues, and broader awareness and understanding across the rohe of these issues.

Long-Term Agenda

- ▶ Undertake research on how Maaori businesses connect to business support networks to better understand how to connect with and work with Maaori businesses, and how to provide appropriate support services
- ▶ Establish a micro-finance opportunities
- ▶ Maaori are able to live, work, invest and play within their rohe and Maaori economic and social outcomes are equal to non-Maaori

Short-Term Action Plan

Drive developments in tourism and IT

Drive sustainable wealth creation capability initiatives

Grow feedback loops to enable greater representation and broader awareness and understanding

Establish and grow relationships with tourism and IT sector businesses

Establish savings scheme for whaanau

Establish online presence to disseminate information and business support

Undertake market research to assist Maaori tourism ventures and a regional tourism plan

Establish online presence to encourage the use of financial literacy tools and services

Accelerate networking opportunities across the region

Co-ordinate and facilitate Maaori tourism across the region in collaboration with national regional and local Maaori tourism stakeholders

Establish professional protocols and collaborative relationships to grow the capital base

Increase the awareness of national and regional economic activities

Explore development of a regional tech hub and innovation hub, identify potential sector partners



7.4 Communication - actions



Koorero

A key point in the communication kete was to provide opportunities for new and established businesses to attend functions to network and “speed date”. This speed dating could be between potential partners who are local, regional, domestic or global. It could also be between Maaori businesses and between non-Maaori and Maaori businesses. If the speed dating is between non-Maaori and Maaori businesses it could include the opportunity to emphasise the point of difference of Maaori businesses, and to build a broader understanding among the business community about Maaori businesses and their kaupapa.

The importance of leadership and growing leaders was discussed. This discussion often included the relationship between mentors and mentees, and the need for every leader to identify and mentor another leader, and this mentorship needs to be purposeful and well promoted. These mentors could be part of a forum where success stories can be celebrated and war stories shared. This forum could also use this information as case studies and to promote these role models and the lessons they have learnt. These role models could be from the public and private sector, tribal entities or land trust and incorporations.

To raise the profile of Maaori businesses and showcase their success, it was suggested that an annual Maaori business awards should be held, as part of or in addition to, the Waikato Chamber of Commerce Awards. Further, if the awards are part of the existing Waikato Chamber of Commerce Awards then the focus of the Maaori business awards should be on areas of interest such as innovation, entrepreneurship, tourism, or technology.

Maaori in the Waikato Region bring their Maaori identity to the way they do business and the relationships they establish and build. It was noted that this may seem like an obvious point to everybody in the room who was attending the hui; however, it is a point that needs to be highlighted as a point of difference in the establishment and running of businesses, and in business transactions and relationships. The importance of whakapapa and shared identity is what connects people and draws them together. As one person noted, Maaori are very good at building and maintaining relationships, it's one of our strengths.

It was therefore suggested that Maaori should build on this strength and create a Waikato Region Maaori brand and associated credentials that reflect our cultural identity and Te Ao Maaori, and assist people to be a part of this brand through cultural safety. This branding could be used to market and sell goods and services; as credentials similar to QualMark; and as a way of promoting te Reo Maaori.

This cultural safety should involve training in cultural competency, governance and leadership training. Once this training has been completed people should be accredited and be able to work towards different levels depending on their sector. Further, it was noted that export products have more than one language on their packaging and there is the opportunity to use te Reo to establish a brand that is distinct and unique, and highlights the importance of the reo.

Maaori data sovereignty needs to be brought to the fore; particularly discussions and awareness of access to data, the monitoring and checking of who gets access to data and what data is used; how appropriate this data usage is; and how this data can potentially be used for business opportunities. Many Maaori organisations have a web presence and these websites can be used to raise awareness of data sovereignty issues as well as used as the medium to disseminate information.

Long-Term Agenda

- ▶ The Waikato Region Maaori economy is self-sufficient, and Waikato Region Maaori are globally recognised for their innovation.
- ▶ Engage in appropriate forums on data sovereignty issues to raise concerns around data collection, analysis and presentation.
- ▶ Redevelop the Living Standards Framework from a Maaori world view, based on Maaori beliefs, values and ethics.

Short-Term Action Plan

Host speed dating between Maaori businesses and between Maaori and non-Maaori businesses

Create a national Maaori business directory to connect people, goods and services

Create a brand that reflects cultural identity, and te Ao Maaori

Develop forum to encourage business engagement across sectors

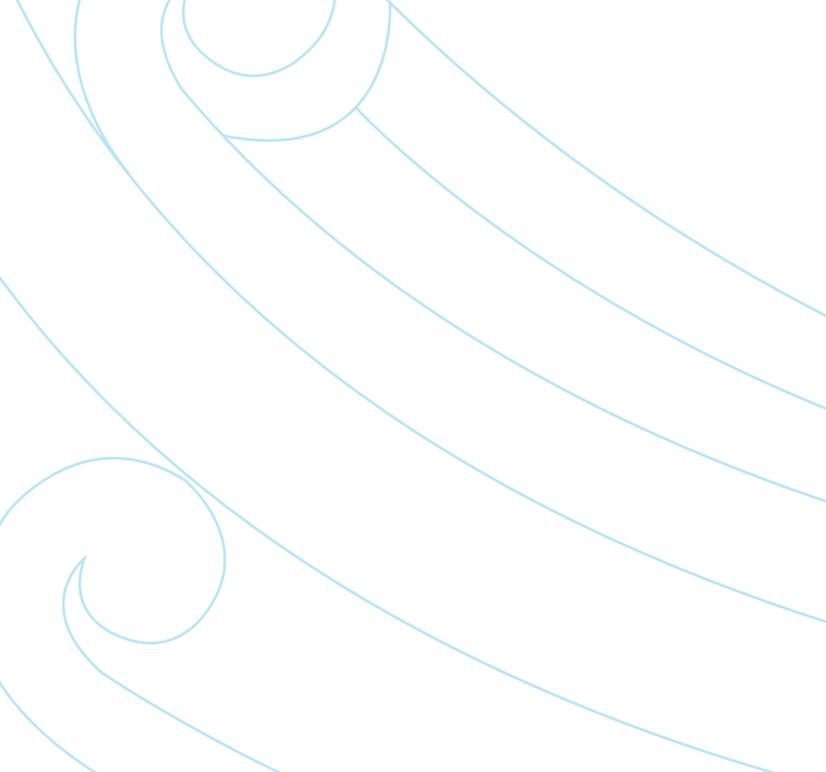
Establish online presence of directory of Maaori businesses, people, goods and services

Establish process for definition and continuing review of criteria and conditions for potential brands

Establish relationships with local IoD and/or Chamber organisations

In partnership with business agencies host annual Maaori business awards

Build business and skills database to identify potential collaborations



8 Measure the change – scenarios and alternative futures

The Short-term Action Plan and Long-term Economic Agenda are a summary of the contributions of many. They illustrate where Maaori in the Waikato Region want to be over the next three, five and 10 years and provide a direction to achieve successful economic development outcomes.

The scenarios presented here arise from a combination of economic modelling, using the BERL computable general equilibrium model for the New Zealand economy, and BERL data. This model separately identifies over 50 sectors and the inter-relationships (transactions) between them. The data is derived from the BERL Regional Database, the latest Census, and related information on Maaori in the Waikato. This data builds a picture of the Maaori economy in the Waikato Region.

In line with the stakeholder koorero, the scenarios focus on employment numbers. Broken down by sectors, the modelled scenarios provide an indication of where jobs are and in which sectors employment numbers are increasing the fastest. Coupled with demographic information and projections, the scenarios are able to indicate where there is likely to be a shortfall in the number of jobs compared to the number of Maaori available to work.

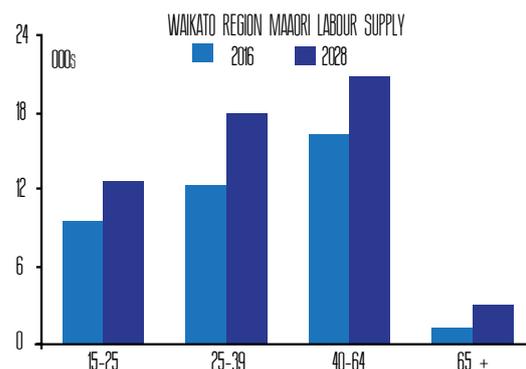
The current situation

The latest demographic data and information on industry employment indicates that:

- The number of Maaori employed across the Waikato in 2016 totalled approximately 32,400.
- This employment accounts for over 16% of total employment for the Waikato Region, at 200,000
- The number of Maaori available to work in the Waikato (labour supply) totalled approximately 39,400 in 2016, implying a shortfall in the order of 7,000.
- The largest employers of Maaori in the Waikato in 2016 is the trade, hospitality and arts sector, followed by the serving people sector; including retail trade, accommodation, food services, education and health services.

As to labour supply, it is well known that Maaori are a relatively young population. As illustrated, this translates into a significant increase in the number of Maaori available for employment over the coming years. Further, this increase is most noticeable in the 25-39 year old age group, with a considerable increase in the 40-64 year old cohort as well.

FIGURE 11.1 MAAORI LABOUR SUPPLY 2016-2028



8.2 Scenario descriptions

Four scenarios have been modelled to illustrate changes in labour demand and labour supply in the Waikato over the short (2021) and longer-term (2028). Accompanying each employment scenario is matching labour supply participation assumptions. In particular, where there is likely to be a large shortfall in employment numbers, the number of Maaori available for employment is likely to reduce.



This is because some Maori will be attracted to other regions (and/or overseas) in search of jobs. In contrast, should employment numbers grow strongly, Maori could be attracted to the Waikato Region and so there is an increase in labour supply participation numbers. These scenarios consider the impact on employment of the successful implementation of the Action Plan and Economic Agenda, and the overall uplift that will occur among Maori in the Waikato Region. They also illustrate the positive impact this will have on the Waikato Region and New Zealand economies.

Each of the scenarios is labelled with an Acronym, which is explained below:

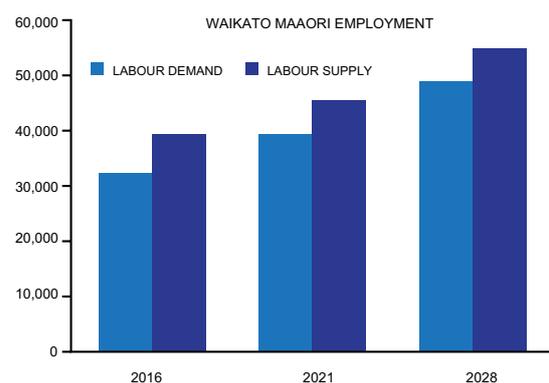
- BAU – The “business as usual” scenario or more of the same occurring in the economy between now and 2028. This is the situation that the other scenarios are compared with or to.
- NATUR – The natural resources scenario. This is a scenario that prioritises the Action Plan efforts around natural resource management, along with business support and communications for enterprises in the primary sector and related production chain.
- PEOP – The people scenario. This scenario focuses on people, principally the Action Plan efforts around workforce skills, resources and infrastructure, along with business support and communications for enterprises in tourism/IT and other people-related sectors. This scenario focuses on investments in human capital and sectors that provide people with services.
- ASPIR – The aspirational scenario. This is a scenario where the Long-term Economic Agenda is successfully implemented and employment

opportunities across a range of sectors accrue. This scenario results in an uplift across the economic, social and cultural wellbeing of Maaori in the Waikato Region. Success in education and business is considered the new “business as usual”, and te Reo is part of everyday conversation.

Business as usual or more of the same towards 2028

A ‘hands-off’ projection of the 2028 Waikato economy (or, what many would call a ‘business as usual’ scenario) would see the number of Maori employed in the Waikato grow to 40,800. However, this growth in job numbers is insufficient to match the increase in the number of Maori available to work. This inevitably results in an increase in the unemployment rate.

FIGURE 11.2 BAU SCENARIO, LABOUR DEMAND AND LABOUR SUPPLY, 2016, 2021 AND 2028 SNAPSHOTS



At a high-level, the outcomes of this scenario can be summarised as:

- Labour demand increases to 40,800, up 8,500 (or 26%) in the 12 years to 2028
- Labour supply increase to 54,800, up 15,400 (or 39%) in 12 years to 2028

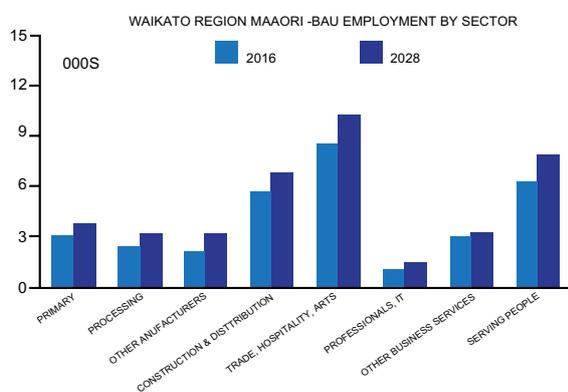


- Significant increase in the gap: leading to a rise in the number of jobs not keeping up with rise in the number of Maaori in the Region available to work.

Under this scenario, the current situation continues whereby there is a lack of proactive engagement between local and central government and Waikato Region Maaori businesses, education and training activities are not meeting the needs of young Maaori in the Waikato Region, and young Maaori continue to leave school with insufficient skills and/or qualifications to enter higher level study or take advantage of work opportunities. Thus an overall increase in Maaori employment of 8,500 goes nowhere near the amount necessary to cover the 15,400 increase in the number of Maaori available in the Waikato Region labour supply.

At the sector level, this scenario is a continuation of the status quo comprising an essentially unchanged distribution of Maaori employment across the various sectors of the Waikato economy. (Figure 11.3).

FIGURE 11.3 BAU SCENARIO EMPLOYMENT BY SECTOR



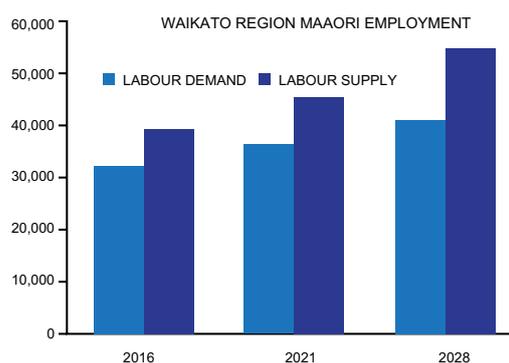
NATUR scenario – land, primary and processing sectors

This scenario prioritises efforts in the Action Plan around natural resource management along with business support and communications for enterprises

in the primary sector and related production chain. Such a scenario is more successful than the hands-off option under the BAU situation; under this scenario, overall Maaori employment numbers are lifted. Indeed the number of Maaori in jobs increases in percentage terms at the same rate as the number of Maaori available for employment. However, in absolute numbers this scenario includes a small increase in the gap between Maaori employed and the Maaori labour supply.

The principal reason this scenario is only marginally more successful than the BAU scenario on the employment front is the relatively small number of job opportunities in land-based, primary and processing sectors. These sectors, in economic jargon, are not highly labour intensive – meaning they do not require as much labour as other sectors. In turn, this is a result of historical productivity gains and the use of technological advances in production and processing activities. Thus the numbers employed in 2028, illustrated in Figure 11.5, are greater than those under the BAU scenario for the primary and processing sectors, but these are still relatively small compared to other sectors.

FIGURE 11.4 NATUR SCENARIO EMPLOYMENT AND LABOUR SUPPLY SUMMARY

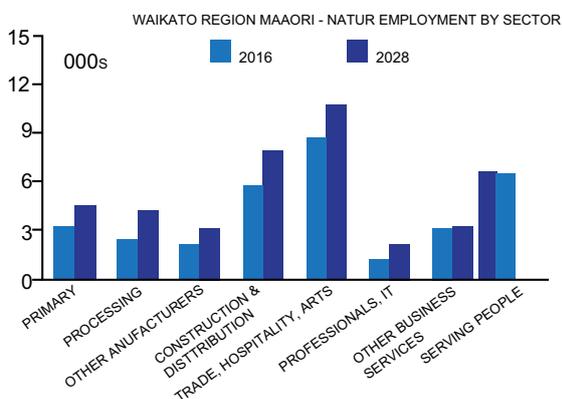




At a high-level, the outcome for this scenario can be summarised as:

- Labour demand increases to 44,900, up 12,500 (or 39%) in the 12 years to 2028
- Labour supply increases to 54,800, up 15,400 (or 39%) in the 12 years to 2028
- Similar gap remains: the percentage rise in the number of jobs only just matches the percentage increase in number of Maaori available to work.

FIGURE 11.5 NATUR SCENARIO EMPLOYMENT BY SECTOR

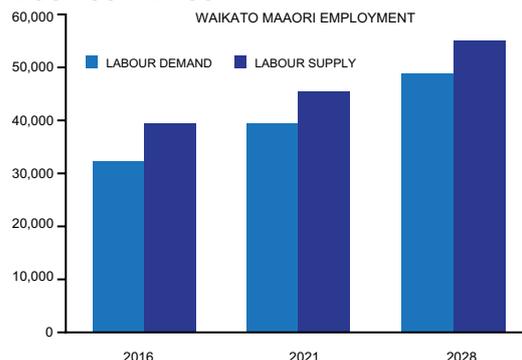


8.5 PEOPL scenario – infrastructure, tourism, IT and people sectors

This scenario prioritises human capital in the Action Plan, particular the themes that emerged from the hui around workforce skills, resources and infrastructure, along with business support and communications for enterprises in tourism/IT and other people-related sectors.

In contrast to the NATUR scenario, this effort in the Action Plan is in relatively labour-intensive sectors. This leads to significantly larger increases in Maaori employment numbers under this scenario compared to the BAU and NATUR scenarios.

FIGURE 11.6 PEOPL SCENARIO EMPLOYMENT AND LABOUR SUPPLY SUMMARY

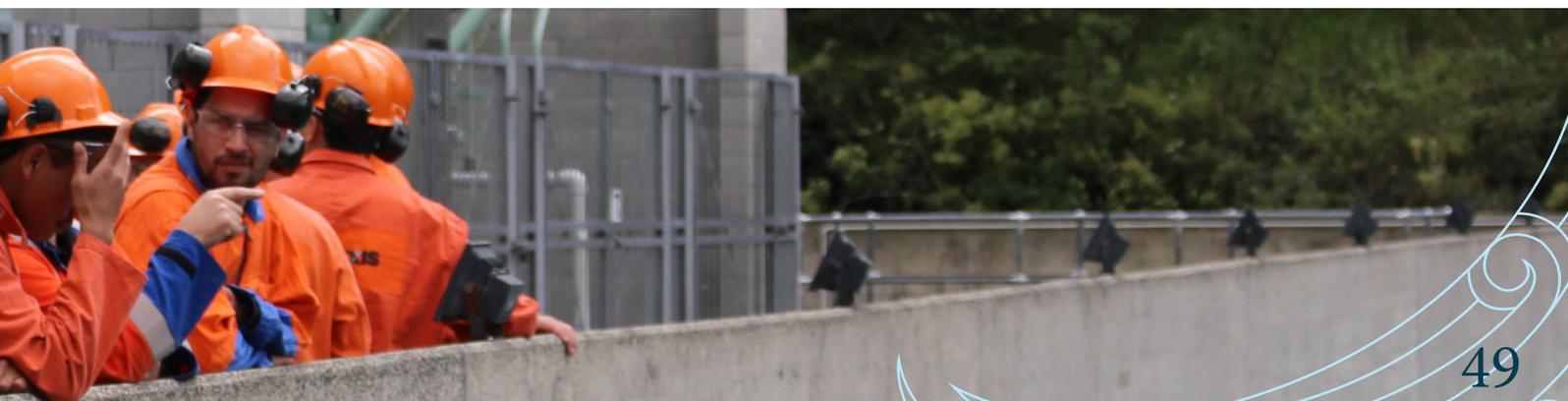


At a high-level, the outcomes under this scenario can be summarised as

- Labour demand increases to 48,900, up 16,500 (or 51%) in the 12 years to 2028
- Labour supply increases to 54,800, up 15,400 (or 39%) in the 12 years to 2028
- Significant reduction in gap: the rise in the number of jobs is greater than the rise in the number of Maaori available to work.

Consequently, the outcome of this scenario sees and increase in Maaori employed that is much larger than the number of Maaori available to work over the years to 2028.

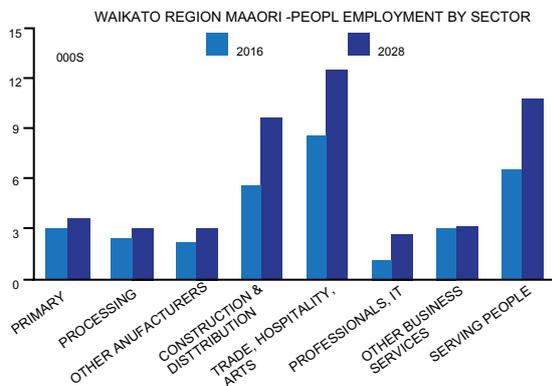
While there remains a gap, implying some remaining jobless, this scenario sees some inroads into the total jobless that are present in the current (2016) situation. The sector spread of this scenario illustrates (Figure 11.7) the employment gains that can be made in construction and distribution; trade, hospitality and the arts; professionals and IT; and the “serving people” sectors. These are sectors that are inherently labour intensive, such that efforts here carry potential for large employment gains.





Of note in this scenario are the gains in the professionals and IT sector. This sector is characterised by relatively higher qualified and higher paid jobs in areas such as law, accountancy, architecture, engineering, management, business consulting, science and research, IT systems and services, as well as advertising and marketing. It is noticeable that there is currently a relatively low number of Maaori employed in this sector. Consequently, this scenario illustrates the potential for gains in skills, income and entrepreneurial activity in this sector.

FIGURE 11.7 PEOPL SCENARIO EMPLOYMENT BY SECTOR

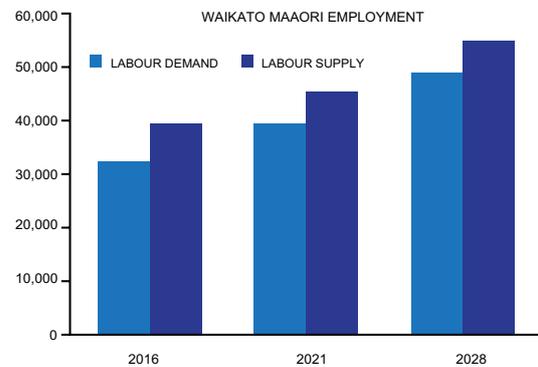


8.6 ASPIR scenario – putting it together

This scenario illustrates the potential outcome where the Long-term Economic Agenda is successfully implemented and employment opportunities across a range of sectors accrue. This is admittedly an optimistic scenario, inherently assuming that the implementation of the Agenda is pursued vigorously with maximum engagement from external stakeholders.

The outcome of this scenario is a considerably large increase in Maaori employment. Furthermore, the increased number of job opportunities see an increase in the number of Maaori available to work, as people are attracted to the Waikato to participate in the improved prospects.

FIGURE 11.8 ASPIR SCENARIO EMPLOYMENT AND LABOUR SUPPLY SUMMARY



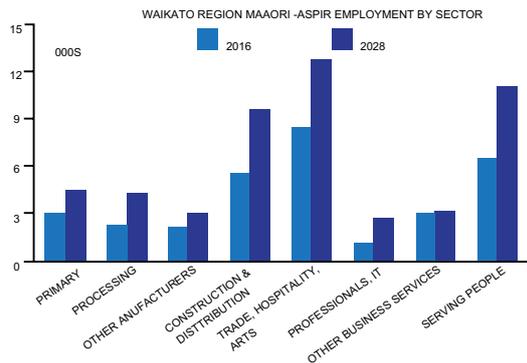
At a high-level, the outcomes under this scenario can be summarised as:

- Labour demand increase to 50,600, up 18,200 (or 56%) in the 12 years to 2028
- Labour supply increase to 56,800, up 17,400 (or 44%) in the 12 years to 2028
- Significant reduction in gap: the rise in the number of jobs is greater than the rise in the number of Maaori available to work.

This leads to an increase in participation, as people currently not in work enter the labour force.

This scenario not only increases the number of jobs, but potentially makes inroads into the current gap between Maaori labour supply and the number of Maaori in employment. From the approximately 7,000 shortfall in 2016, this scenario adds an impressive 18,200 jobs and reduces this shortfall to approximately 4,200. This scenario also illustrates (Figure 11.9) a broader spread of employment (and employment gains) across the sectors. Consequently, the structure of the resultant economy is more resilient to external shocks.

FIGURE 11.9 ASPIR SCENARIO EMPLOYMENT BY SECTOR



There remains a concentration of jobs in the trade, hospitality and arts, and the “serving people” sectors. This is inevitable in a developed economy where service sectors are the principal source of ongoing job growth. But the expansion of Maaori employment into the professionals and IT sector, along with solid gains in the infrastructure-related construction and distribution sectors, provides a robust platform for development and opportunities. Similarly, expansions in the primary and related processing sectors ensure Maaori maintain and enhance their participation in sectors pivotal to the development of the broader Region and New Zealand economies.

Den and scenario	2016	2028				CHANGE 2016-2028			
		BAU	NATUR	PEOPL	ASPIR	BAU	NATUR	PEOPL	ASPIR
Participation scenario		MODT	MODT	MODT	MODT	MODT	MODT	MODT	MODT
Maaori Employment	32,409	40,864	44,482	48,894	51,666	8,455	12,472	16,485	19,257
Primary	3,120	3,886	4,430	3,650	4,572	766	1,310	530	1,407
Processing	2,370	3,355	4,156	3,177	4,264	985	1,786	806	1,894
Other manufacturing	2,148	3,306	3,131	3,131	3,131	1,159	983	983	983
Construction and distribution	5,589	6,999	7,879	9,584	9,692	1,410	2,291	3,995	4,104
Trade, Hospitality, arts	8,548	10,422	10,587	12,573	12,822	1,875	2,020	4,025	4,274
Professionals, IT	1,157	1,524	2,131	2,720	2,864	388	975	1,564	1,707
Other businesServices	3,131	3,315	3,148	3,148	3,315	184	18	18	184
Serving people	6,348	8,057	9,439	10,911	11,051	1,709	3,091	4,563	4,703
Maaori Available for employment	39,411	54,260	54,260	54,260	55,939	14,819	14,819	14,819	16,498
15-24yr olds	9,533	12,652		12,652	12,401	3,118	3,118	3,118	2,808
25-39yr olds	12,187	17,804	17,804	17,804	17,889	5,617	5,617	5,617	5,702
40-64yr olds	16,353	20,789	20,789	20,789	21,166	4,436	4,436	4,436	4,813
65yr old and over	1,368	3,015	3,015	3,015	4,483	1,647	1,647	1,647	3,115
GAP (Maaori available for employment but not employed)	7,031	13,395	9,378	5,366	4,273	6,364	2,347	-1,665	2,758





9 Take action – models for delivery

To conclude, we provide some commentary on models to oversee delivery of the Action Plan and Economic Agenda. While not advocating for any particular structure (which was outside the ambit of our project), we do stress the need for some oversight and co-ordination of the range of suggested actions in order to maximise the probability of their successful implementation.

Rationale

Various pockets of activity occur in and around the rohe. This was illustrated in a Review and Synthesis report prepared by BERL for the Maaori Economic Working Group. This report reviewed existing activity, plans and agendas and showed that while this activity was occurring, much of it was disjointed or being completed in parallel.

As part of hui discussions, questions were put to our team regarding next steps and how the Action Plan and Agenda would be delivered. Key among them was: What are you going to do that is different and/or will be different from what has happened in the past or been suggested in the past?

One potential answer to this question is that the Action Plan and Agenda is led by Maaori for Maaori. However, this type of question illustrates that a key part of the success of the proposed Action Plan and Economic Agenda will be its delivery.

Potential options

Three options have been put forward in terms of models that could be used to deliver the proposed Economic Action Plan and Agenda. These models for delivery are

- Waikato Region Maaori Economic Development waka – where each kete that has been discussed here is a sub-department within a single entity. This provides Waikato Region Maaori with an entity to feed determinations into.
- Assign champions – where each kete is assigned to a Champion and they have a list of deliverables that they work towards. These deliverables would be based on the proposed Economic Action Plan and Agenda.
- More of the same, but better – with identified actions from the proposed Economic Action Plan and Agenda allocated to existing organisations and these organisations strive to increase communication and cohesion between themselves.

WMED waka

If the Waikato Maaori Economic Development waka is the preferred option in terms of delivery of the proposed Economic Action Plan and Agenda then ownership of this waka will need to be discussed.

- Who does this agency report to? Who funds this agency? Who will appoint staff and measure and evaluate its performance?

Also, will the waka be physical, virtual or physical and virtual? If it is physical, will it be a single Maaori business hub, or a hub with spokes?

- To help to address this question we can look at what businesses currently contribute the largest amount of Gross Domestic Product and where they are located at a local authority level. This could help to determine if a physical presence is chosen as an option where it could potentially be located.
- This analysis indicates that Hamilton City and Taupoo District are important; Maaori businesses in Hamilton City contributed 34 percent of the overall GDP of the Waikato Region, while Maaori businesses in the Taupoo District contributed 14 percent. However, Maaori businesses in the Waikato District and South Waikato District make sizeable contributions to GDP, and Ngaruawahia, Huntly and Tokoroa are important towns and services centres for iwi and hapuu.

What would be the aim of the Waikato Region Maaori Economic Development waka? To encourage long-term strategic thinking and to impact an action plan that is long-term and not subject to political will?



- The Waikato Region Maaori Economic Development waka might be a way to focus agencies so that they see the rohe as a whole. It could also assist with creating economies of scale, and help those entities who want to collaborate, a Joint Venture, or need a business partner.
- It could also develop the Waikato Region Maaori brand and service or product standards that are recognisable at an iwi regional and national level. The Waikato Region Maaori Economic Development waka could initially develop this, then works with Champions to socialise this and further develop and/or refine the brand.

Champions

If the proposed Economic Action Plan and Agenda is assigned to a group of Champions, who will appoint these Champions? Who will they report to? Who will they be accountable to for their actions or inactions? Will this be a paid role or will people be Champions in a voluntary capacity?

The Champions will need to have mana, and they will need to have support networks. These networks need to be existing connections that they can draw on.

- The Champions could share and disseminate information on regional issues that impact on Waikato iwi at a local level. For example, the Champions could work with Iwi CEs and Chairs to either promote issues or disseminate information and gather feedback, particularly issues to do with the Waikato Regional Council, Environment Waikato, Waikato University and Hamilton City Council.

The Champions could be part of a Maaori Business Network. This network could have multiple roles; for example:

- Providing workshops or seminars on different topics such as understanding tax obligations or how to register a company

- Hosting guest speakers such as established Maaori business owners and operators
- Providing training, for example Governance 101
- As a mentoring facility, linking up new SMEs with established Maaori
- Business owners/operators developing a general Maaori business ethics or principles frameworks which all members would agree to weave into their business models or operations
- Provide a central website, which could host a stock take of Maaori businesses; issue regular newsletters; and promote networking events for businesses and potential clients.

More of the same, but better

If more of the same, but better is the selected option, who will monitor and evaluate this and ensure that the actions are undertaken and that the proposed Economic Action Plan and Agenda gain and maintain momentum? If more of the same but better was the selected option, then there is the opportunity to keep working with the people and organisations that attended the hui as part of this work, and to make more people aware of this group. If people could not attend, there is the opportunity to keep their name and details on a contact list, and send them regular panui. There is also the opportunity to engage through social media and to link to other initiatives.

If more of the same but better is selected it is important to:

- Encourage Iwi Chief Executives and Chairs to engage with the media on a variety of issues to ensure view point and representation occurs at a local, regional, and national level
- Build closer relationships with service providers such as the DHBs, Police and NZ Fire Service. Also, promote these relationships and use these relationships to promote key messages around health, health and safety, and well-being.
- Work with others such as NZTE, Poutama and MBIE to make Waikato Region iwi entities global entities that export value-added products and are role models for other indigenous people around the world
- Understand data sovereignty issues, including the collection and use of data, access to data and information, and the ethical use of data. As part of this build better understanding around – what do we count? What should we be counting? How can we use this data and information? What databases or information sets should we be building?





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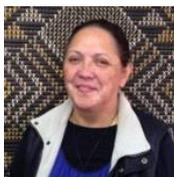
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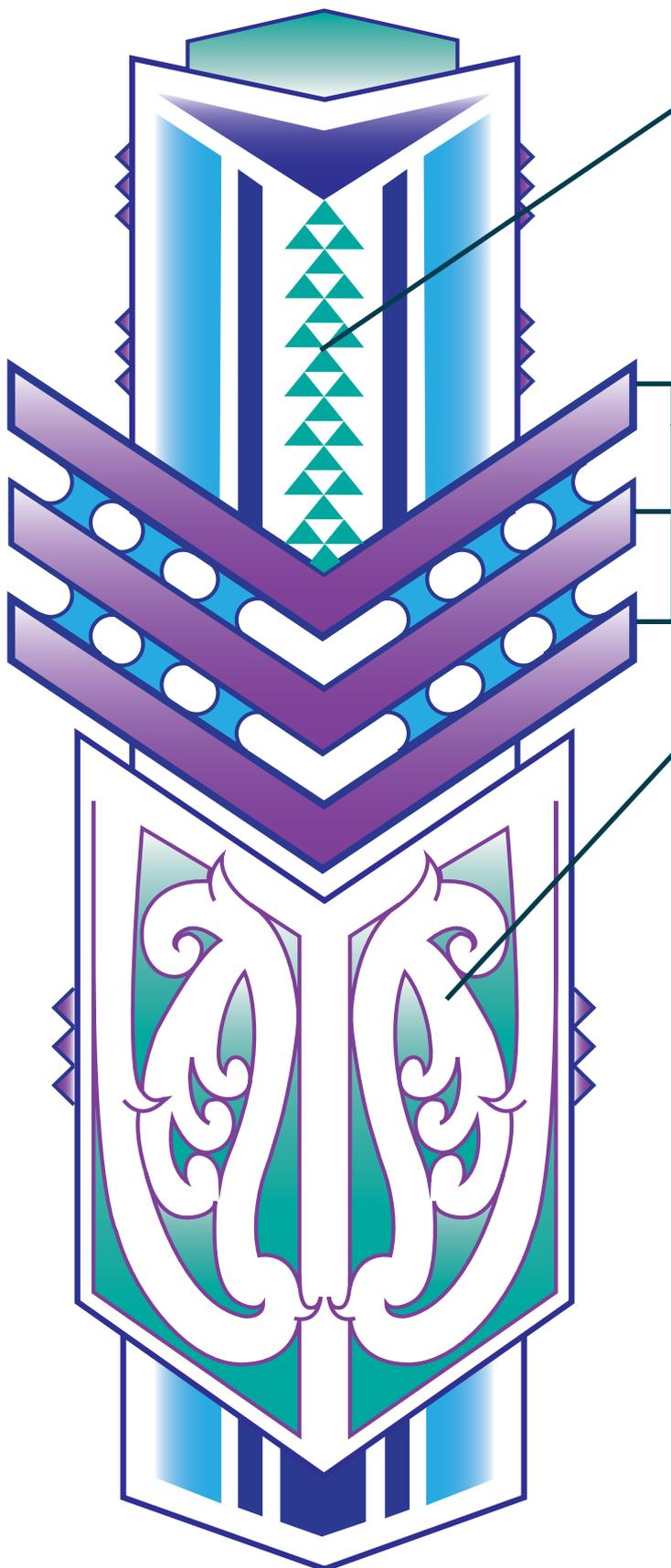
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TOHU REPRESENTATION



Kia Tipu, this 'Niho Taniwha' is a significant design to Maaori. The design faces up or forward representing direction. This can be interpreted as moving forward to achieve the aspirations of many.

These panels are symbolic of a "Maihi" or front roof panel of a Marae. The representation of this part of the tohu represents entering a realm or new journey towards collective impact. The panels face down depicting new developments, each panel is joined by 3 arms that depict: 1. Entrepreneurs and Innovators, 2. Natural Resources 3. He Tangata

This design is the solid foundation where aspirations grow: the essence is Mana Motuhake, Self-Determination

The final representation of this Tohu are the colours. The colours are taken from Awa, Moana and Whenua an enduring connection for Iwi and Maaori across the region.



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