



WORKSHOP AGENDA

Date: Wednesday, 17 June 2026

Time: 9.30am

Location: Council Chambers
Waikato Regional Council
Level 1, 160 Ward Street, Hamilton

- Workshop Details:**
- Regional Economic Development
 - Long Term Plan Workshop
 - Health and Safety Due Dilligence (Public Excluded)

Order Of Business

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1 KARAKIA TIMATANGA

Whakataka te hau ki te uru

Cease o winds from the west

Whakataka te hau ki te tonga

Cease o winds from the south

Kia mākinakina ki uta

Bring calm breezes over the land

Kia mātaratara ki tai

Bring calm breezes over the sea

E hī ake ana te atakura

And let the red-tipped dawn come

He tio

With a touch of frost

He Huka

A sharpened air

He hau hū

And promise of a glorious day

Tīhei mauri ora!

Behold we live

2 WORKSHOP PAPER(S)

2.1 REGIONAL ECONOMIC DEVELOPMENT

Rā | Date: 9 June 2026

Kaituhi | Author: Tariq Ashraf, Regional Economic Development Lead

Kaituku | Authoriser: Karen Bennett, Executive Manager, Chief Executive's Office

TE ARONGA | PURPOSE

1. The purpose of this workshop is to seek councillors' input into:
 - (a) key matters before the draft Waikato Regional Economic Development Strategy is considered at the council meeting on 25 June 2026;
 - (b) the steps to implement the council's functions with regards to investment promotion and facilitation.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. At its meeting on 12 May 2026, the Regional Growth and Resilience Committee endorsed the draft Waikato Regional Economic Development Strategy for public feedback. The consultation period closed on 4 June.
3. The feedback included separating the strategy from the background information. The revised strategy and background information, incorporating feedback are attached separately to this report.
4. The draft is shared with you as a document to enable it to be attached to this report. However, after adoption it will be presented in a "digital first" format, enabling users to navigate between all parts of the content easily. These will include the implementation plan, initiatives, background information, evidence and insights. This will also enable the content to be updated easily, and with input from different partners.
5. Staff will circulate to councillors in advance of the workshop a summary of stakeholder feedback and the 2026/2027 implementation plan.
6. Targeted engagement with business stakeholders is ongoing. Staff will provide an update at the workshop.
7. The role of the Regional Economic Development Lead includes working with others to advocate for the Waikato region and position it nationally and internationally as a premier investment location. This role includes working in partnership with others, such as territorial authorities.
8. The workshop provides an opportunity for councillors to have input into the revised strategy and implementation plan, including the council's approach to investment promotion and facilitation and the role of partners such as central government, iwi, business and the philanthropic sector.
9. It is anticipated that the strategy will be considered at the council meeting on 25 June 2026.

ĀPITIHANGA | ATTACHMENTS

1. Draft Waikato regional economic development strategy June 2026 [↓](#)
2. Draft Waikato regional economic development strategy background June 2026 [↓](#)

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Waikato regional economic development strategy 2026/27-2029/30

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This draft has been prepared for stakeholder feedback by Waikato Regional Council staff on behalf of the region with input from various parties.

This is one example of how the council contributes to economic development (see Appendix D). It has analysed data and drawn insights to inform this draft. This Strategy will help coordinate activities and advocate for the region's interests.

References to initiatives do not imply endorsement of, or confirmed support for, these by Waikato Regional Council or any other party.

The Strategy on a page

Values (See Appendix C)	Kotahitanga Alignment		Kia eke panuku Ambition		Tūraru Appetite for risk	
	Mahi tahi Collaboration		Manawaroa Resilience		Tiaki taiao Nature positive	
Vision	Enable and promote a productive region that delivers shared prosperity and security.					
Economic outcomes	Increase household incomes		Increase productivity		Increase employment	
	See Background: Monitoring and evaluation					
Actions	Information and insights		Coordination		Initiatives	
Partnership approach	Actors in the economic development ecosystem undertake initiatives, some in partnership. See 2026/27 initiatives.					
Waikato's strength-based priorities	Leverage location advantages	Boost bioeconomy productivity	Increase electricity supply	Export and advanced manufacturing	Thriving and connected metro area	Partner with Waikato regional Māori
Opportunities (See Background: SWOT analysis)	National service provision, add value to goods, grow value of tourism/education, leverage sports & creativity	Emerging & future platforms, resource efficiency, greater use of technology	Untapped/emerging generation potential, biomass and bioenergy, industrial hubs	Higher value ingredients, nutrition, consumer premium products, diversify markets	High growth, cluster economic activity, optimise towns and improve connections	Add value to assets, e.g. collectively-owned. Youth growing part of in workforce
Strengths (See Background: SWOT analysis)	Interregional connections, popular destinations, sports and recreational assets, creative identity	Large scale of natural resources (e.g. land and water) and bioeconomy/blue economy industries, agritech, biotech	Largest share of electricity generation, high productivity, geothermal and forestry	Large share of national merchandise exports and large manufacturing sector in region	Regional centre and "super" market place surrounded by complementary towns and rural or coastal areas	Kiingitanga, Tainui and Te Arawa waka, large asset base and population
Enablers	See Background: Enablers of regional economic development					

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Waikato economy at a glance (as at May 2026)

Waikato’s economy is large, growing and diverse. It can do even more for both New Zealand and people in the region.

<p>Working age population</p> <p>422,000</p> <p>10% of New Zealand. 1.6% per year growth over the last 5 years (compared to 1.2% for New Zealand)</p>	<p>Economic growth</p> <p>2.2%</p> <p>per year over last 5 years, (compared to 1.7% for New Zealand). Waikato GDP is \$38.8 billion, 9% of New Zealand’s GDP</p>	<p>Economic diversity</p> <p>21.3</p> <p>Waikato economic concentration index (greater diversity than 22.8 for New Zealand)</p>
<p>Household income</p> <p>\$118,000</p> <p>Mean household income is 87% of the New Zealand level. 4.5% per year growth over the last 5 years (compared to 4.1% for New Zealand)</p>	<p>Productivity</p> <p>\$152,000</p> <p>GDP per filled job is 97% of the New Zealand level. 0.5% per year growth over the last 5 years (compared to 0.4% for New Zealand)</p>	<p>Unemployment rate</p> <p>5.7%</p> <p>5.0% for New Zealand. 4.4% average over the last 5 years (compared to 4.1% for New Zealand)</p>

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Waikato’s strengths-based priorities

Waikato has many, intertwined economic strengths that flow from its natural environment and people. These inform economic development priorities so that Waikato can play its optimal role nationally.

Priority	Leverage location advantages	Boost bioeconomy productivity	Increase electricity supply	Export and advanced manufacturing hub	Thriving and connected metro area and towns	Partner with Waikato regional Māori
Waikato strength	1st in NZ for share of freight movements	1st in NZ for share of bioeconomy	1st in NZ for share of electricity generation capacity	2nd= in NZ for share of food manufacturing	3rd fastest growing urban area in NZ	1st= in NZ for value of Māori asset base
Selected evidence	40% of freight movements, the largest proportion in the country	18% of New Zealand’s bioeconomy* *This includes horticulture, farming, fishing and aquaculture, forestry and logging	37% of New Zealand’s electricity generation capacity	16% of New Zealand food manufacturing, equal with Canterbury	The Hamilton-Waikato metro area is the third fastest growing urban area in New Zealand (2020)	\$21.51 billion Māori asset base (2023), equal with Tāmaki Makaurau

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This Strategy identifies six intertwined opportunities to build on Waikato's strengths and increase employment, productivity and incomes:

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Leverage location advantages

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Waikato can build on its locational advantages to increase the value it earns within an upper North Island and New Zealand context.

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Boost bioeconomy productivity

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Waikato can also increase productivity in its bioeconomy sectors through emerging and future platforms and greater use of technology.

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Increase electricity supply

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Waikato can use its untapped and emerging potential to increase electricity supply and electrification, and establish new industrial hubs.

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Export and advanced manufacturing hub

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Waikato can strengthen resilience by diversifying its solid base of manufactured exports to higher value ingredient, nutrition, and consumer premium products.

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Thriving and connected metro area and towns

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Waikato can cluster economic activity in priority areas in the Hamilton-Waikato metro area, optimise the economic functions of surrounding towns and improve connections between them.

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Partner with Waikato regional Māori

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Waikato can grow partnership with Waikato Māori through adding value to collectively-owned assets and the growing role of rangatahi Māori in the workforce.

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See the [Background](#) document for more information on these strengths-based priorities.

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See the [Implementation Plan](#) for the 2026/27 initiatives.

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Waikato regional economic development strategy 2026/27-2029/30:

Background

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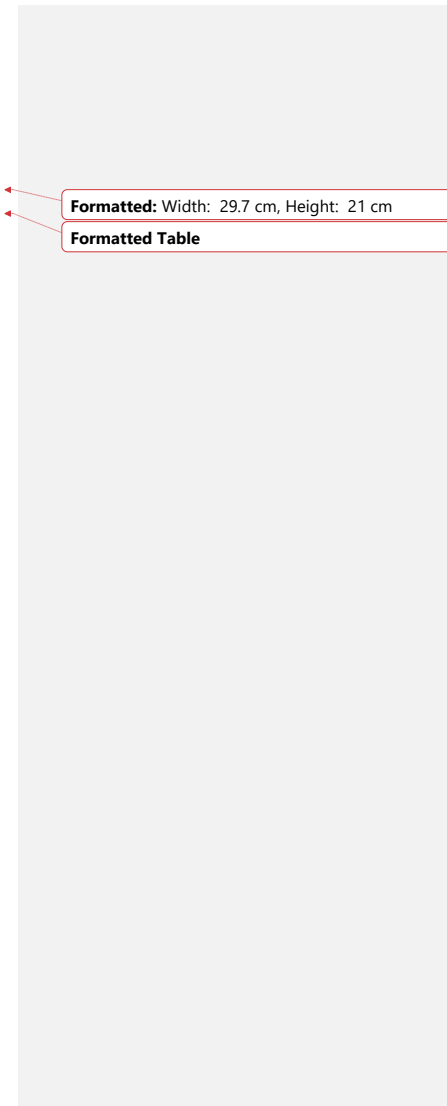
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Enablers of regional economic development

<p>Labour productivity Economic output (GDP) per full-time equivalent (FTE)</p>	<p>Labour skills E.g. formal educational attainment and achievement, on-going development of skills</p>	<p>Ease of doing business Implementation of government regulations; development and implementation of local government policy, planning, consents etc</p>
<p>Transport services Modes and systems; land (road, rail and coastal shipping), air and maritime; intra-regional, inter-regional, international</p>	<p>Energy Generation and distribution of power for businesses, fuel for vehicles</p>	<p>Infrastructure investment Spending, stock and quality of energy, transport, telecommunications, water assets</p>
<p>Perception of the region Value proposition and image of the region among businesses and individuals onshore, offshore and within Waikato. Both branding for different audiences and purposes, and placemaking of physical spaces</p>	<p>Industry diversity or performance Diversity: the contribution of different industries to economic output Business growth: increase in business size, proportion of high-growth businesses</p>	<p>Innovation Business capability to undertake innovation, linkages between researchers and businesses, technical and knowledge-based skills, support for innovation</p>
<p>Entrepreneurship Business entry: proportion of new firms to existing firms Business growth: increase in business size, proportion of high-growth businesses</p>	<p>Culture Identity. Creativity. Beliefs, values and preferences: influencing economic behaviour; that promote and support entrepreneurship, innovation and economic development generally</p>	<p>Access to capital Access to capital for business innovation and growth at different business life cycle stages</p>
<p>Amenities The range of natural, cultural, sports, recreational and retail amenities available and access to facilities or services</p>	<p>Housing Affordability, quality, tenure</p>	<p>Commercial property Office, commercial and industrial property capacity, value and rentals</p>
<p>Business land and water space Stock, availability and cost of different land types. Quality and availability of water space for blue economy</p>	<p>Ecosystem services Stock and quality of land, minerals, forests, freshwater, coastal and marine, biodiversity</p>	<p>Inter-regional enterprise connections Connections based on enterprises employing people in multiple regions</p>



SWOT analysis

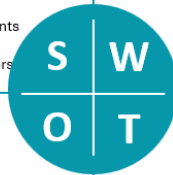
Draft SWOT Analysis

Strengths

- Relatively large area and labour force
- Relatively high economic diversity
- Favourable natural capital and environment (e.g. climate, Waikato River, rainfall, soils, coastal and marine, geology)
- Attractive place to live; and to invest when priorities agreed
- Popular amenities, visitor destinations and events
- Unique Māori identity and values: Kiingitanga, Tainui and Te Arawa waka
- Second-largest Māori asset base, growing talent & opportunity
- Relatively secure infrastructure (electricity, water)
- Leader in electricity generation and energy distribution
- Strong inter-regional links, e.g. with Auckland and BoP (goods, people, businesses)
- Abundant primary sectors, in vibrant rural and coastal communities
- Large and specialised role of metro area, supported by joint planning arrangements
- Excellent education and research organisations
- Nationally significant activities (including sports and cultural) and industry sectors
- Councils generally business friendly, some shared services

Opportunities

- Growing and young population in some areas
- Improve productivity of existing industries, e.g. through adding value
- Optimise economic role within upper North Island
- Build economic resilience and adaptability (e.g. resource efficiency, water storage, shorten supply chains)
- Grow newer activities/industries (e.g. energy-dense)
- Improve intra-regional, inter-regional and international connections
- Optimise economic advantages of metro area
- Better match business skill needs with regional education offerings
- Develop & promote region as a place to work, invest, study, visit etc
- Coordinate infrastructure planning and investment
- Increase efficiency of council functions, e.g. expand shared services
- Partner with Māori for shared prosperity, adding value
- Leverage government policy to grow housing supply



Weaknesses

- Low productivity compared to other regions and NZ
 - Pressure on resources
 - Lower education and higher unemployment and NEET
- Competition (and proximity) between urban and rural land uses
 - High telecommunications fault rate per connection
- High electricity costs (national market structure and settings)
 - Relatively low productivity in metro area
 - Relatively low public R & D capacity
 - Attraction and retention of capital, talent etc
- Many council entities with varying priorities, inconsistent responses to business needs, regulatory complexity and uncertainty, including for blue economy activities in marine area
 - Housing supply/quality, particularly outside metro area

Threats

- Increasing number of dependents per worker in some areas
- Biosecurity threats, pressure on marine environment and other natural risks
- Constraints on expansion of existing and attraction of new industries, such as water and electricity
 - Constraints on capacity to meet domestic or international market requirements
 - Inconsistent planning or infrastructure across upper North Island
 - Hydrological risks to existing large-scale hydro generation
 - Diversion away of talent, capital and customers
 - Future risks to resilient infrastructure pipeline
 - Impact of shocks (e.g. February 2026 storms, 2026 Iran war)
 - International risks to imports or exports
- Central or local government policy shifts worsen business environment

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Introduction

Waikato's benign climate and rich natural resources have historically attracted economic activity from the first arrival of people. As the population and economic activity have grown, so too has the role of the region in the context of the upper North Island and beyond. These factors have made the bioeconomy nationally important, particularly for food production. Waikato's hydrological and geothermal resources make it a centre for electricity generation and distribution.

The region's economy has evolved to build several industry specialisations on these foundations (see Figure 1), particularly the manufacturing and export of food and other goods. The Hamilton-Waikato metro area plays a complementary role to its surrounding network of connected towns. The Waikato Māori economic thread has continued to run through all the others over time.

This Strategy identifies six intertwined opportunities to build on Waikato's strengths and increase employment, productivity and incomes. Waikato can build on its locational advantages to increase the value it earns within an upper North Island and New Zealand context. It can also increase productivity in its bioeconomy sectors through emerging and future platforms and greater use of technology. Waikato can use its untapped and emerging potential to increase electricity supply and electrification, and establish new industrial hubs.

Waikato can strengthen resilience by diversifying its solid base of manufactured exports to higher value ingredient, nutrition, and consumer premium products. Waikato can cluster economic activity in priority areas in the Hamilton-Waikato metro area, optimise the economic functions of surrounding towns and improve connections between them. Waikato can grow partnership with Waikato Māori through adding value to collectively-owned assets and the growing role of rangatahi Māori in the workforce.

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Figure 1 Waikato industry specialisations and economic linkages



Leverage location advantages

Waikato can lean into locational advantages in the upper North Island and beyond, so that higher value activities are undertaken here. Waikato's natural resources are the foundation of its economic advantage: water resources are shared with Auckland and Bay of Plenty (BoP) and geothermal resources are shared with BoP. There is an opportunity to grow goods and services provided nationally and inter-regionally from Waikato. Waikato has strong commercial connections with Auckland, BoP, Wellington and Canterbury and Waikato includes labour market areas that overlap with Auckland, BoP and Manawatū-Whanganui respectively.

[Waikato has a range of internationally and nationally significant natural assets that support economic activity, including land-based and marine farming, electricity generation and tourism, and provide valuable ecosystem services. For example, Lake Taupo is the largest lake in Australasia and the Waikato River is New Zealand's longest. Whangamarino Wetland is the second-largest wetland on the North Island and Sanctuary Mountain Maungatautari is New Zealand's largest mainland ecological island. The Hauraki Gulf, also known as Tikapa Moana, is one of New Zealand's most ecologically rich marine areas and approximately one-third of the West Coast North Island Marine Mammal Sanctuary – New Zealand's largest – is in Waikato. Natural features such as Cathedral Cove and Waitomo Caves are already among the most attractive destinations in the region for domestic and international visitors. There is an opportunity to attract domestic and international investment to protect and restore Waikato's valuable natural environment through the sale of instruments such as nature credits. For example, Sanctuary Mountain Maungatautari recently completed New Zealand's first international sale of biodiversity credits, building on regular domestic transactions since 2022.](#)

The region's upper North Island location between the largest ports makes it a key corridor for much of the country's exports, imports and inter-regional commerce. There is an opportunity for Waikato to add value to these goods rather than being a thoroughfare, and to increase the efficiency of logistics.

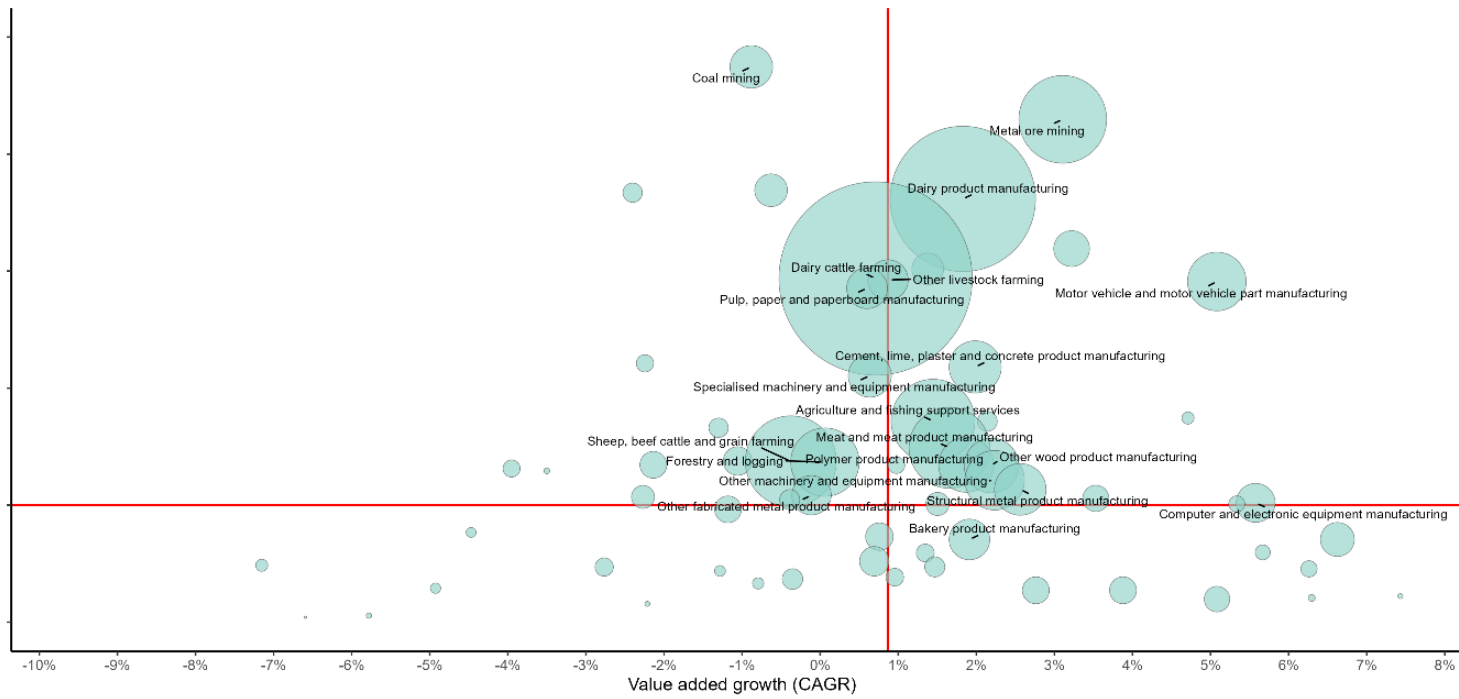
Waikato is the third-largest destination for international students and domestic visitors, attracted by its supportive environment, proximity to employment and natural amenities, [such as Lake Taupo and Cathedral Cove and other destinations on the Coromandel Peninsula](#). International visitors also travel through Waikato and to major attractions in the region. There is an opportunity to increase the value earned from tourism and international education, [for example by increasing the yield per visitor, wider dispersal of tourism benefits geographically, addressing seasonality and converting transit visitors into longer-stay, higher-value visitors](#). The New Zealand Graduate School of Medicine in Waikato exemplifies the opportunity to increase

productivity, incomes and employment in the region by locating national tertiary education facilities or services here.

Waikato's winning combination of a favourable environment, location and talented people make it home to a network of **12** internationally and nationally significant sports **and recreational** venues (such as two of seven national training centres for high performance sports, **and two major motorsport circuits including the country's only Federation Internationale de l'Automobile (FIA) Grade 2 rated circuit**), **18** regionally significant facilities, natural recreation environments (such as **Waikato River Trails and Hauraki Rail Trail**) and community sport **and recreational** spaces. It is home to major sports and recreation events **that attract visitors** and 34% of Tailored Athlete Pathway Support athletes. Sports (such as equine) and recreation are part of the regional economy. Waikato can leverage the Cambridge–Karāpiro high-performance sport cluster, strengthen the regional sport events portfolio, expand and connect tracks and trails, and integrate sport infrastructure with urban growth and active transport planning.

Waikato's nature, including the Waikato River, imbues the renowned and unique creative pursuits of Kiingitanga, and Tainui and Te Arawa waka iwi, and significant cultural events, facilities, writers, performers and artists in the region. There is an opportunity to integrate Waikato's unique creative identity for greater economic benefit.

Figure 2 Waikato region GDP, GDP growth (2000-2025) and GDP location quotients: primary and manufacturing sectors



Boost bioeconomy productivity

Waikato can increase productivity in its abundant bioeconomy industry sectors. A disproportionately large amount of New Zealand's relatively limited supply of highly versatile land is within Waikato. It is the premier region for dairy farming (26% of the national total) and makes up a large proportion of sheep, beef and grain farming; horticulture and other farming; and forestry and logging. Coromandel accounts for 22% of national oyster farming and 27% of mussel production.

Figure 2 illustrates the value of the contribution of the primary and manufacturing sectors to Waikato in terms of both their share of the economy (the size of the bubbles), and their relative importance to Waikato (measured by 'location quotient') in 2025. Bubbles above the horizontal red line indicate a higher location quotient than New Zealand. It also shows the growth of each sector from 2000-2025. The vertical red line indicates average growth for all these sectors.

The bioeconomy also supports visitor experiences as "food and place" can drive visitor demand. For example, aquaculture supports food tourism in the Coromandel, and land and environmental management directly impacts destination quality.

Productivity in agriculture, forestry and fishing in Waikato is higher than this industry sector nationally. However, it is lower in Waikato than sectors with higher capital inputs (such as utilities and mining). Productivity could be increased through emerging and future bioeconomy platforms (such as biomaterials, bioenergy and health), protecting the productivity of natural assets (such as soil and coastal water), more-producing more with what we have, five use of (including resources (currently waste) and greater use of technology.

Waikato's primary sectors and established production systems provide a strong foundation for developing a circular bioeconomy hub, supported by biomass availability, mature value chains, and regional coordination structures. Waste materials and co-products from dairy and meat production can be upcycled, repurposed, or recycled to create additional value and export revenue, while organic waste streams offer valuable feedstock for biogas, improving energy security and reducing reliance on fossil gas.

-Waikato is already home to significant businesses in the agricultural technology (agritech) and biotechnology (biotech) industries and has a regional aquaculture strategy, which can support thisthese opportunities.

Increase electricity supply

Waikato's strong foundation of renewable generation and untapped and emerging potential (wind, solar and emerging green fuels) offer opportunities to increase electricity supply to meet current and future demands and increase employment and productivity.

Waikato exports two-thirds of electricity generated to other regions, particularly Northland, Auckland and BoP. However, rising electricity prices and high transport costs continue to erode export competitiveness. This is compounded by the impacts of the 2026 Iran war. Previously, the COVID-19 pandemic had challenged long, just-in-time supply chains. Greater electrification would increase economic resilience, [for example through the electrification of transport \(including transport systems for residents, visitors and the movement of goods\) and the transition of sectors such as tourism to low-emissions operations](#). Productivity (GDP per filled job) in electricity, gas, water and waste services is the highest of all industries in Waikato and is higher than this industry nationally.

Waikato is a centre of the geothermal sector, spanning generation, industries that use geothermal heat, services firms, research providers and policy/regulatory authorities. Co-location of geothermal fields and extensive central North Island forests offers strong potential for biomass and bioenergy industries, supported by electrified rail links for efficient transport. There is also potential for industrial hubs such as Tokoroa, Huntly and Wairakei/Taupō to offer further potential in renewable energy.

Figure 3 illustrates the value of the contribution of infrastructure and public service sectors to the region in terms of both their share of the economy (the size of the bubbles), and their relative importance to the region (measured by 'location quotient') in 2025. Bubbles above the horizontal red line indicate a higher location quotient than New Zealand. It also shows the growth of each sector from 2000-2025. The vertical red line indicates average growth for all these sectors.

Export and advanced manufacturing hub

Advanced manufacturing for interregional and international customers offers opportunities to increase productivity. Manufacturing is a regionally important sector with several subregional specialisations. These are related to processing of primary sector production (food and forest products) and competencies that have developed as a result, such as agritech. Waikato is home to the highest concentration of agritech companies, with over \$1 billion of revenue (2023).

Figure 2 illustrates the value of the contribution of the primary and manufacturing sectors to Waikato in terms of their share of the economy (the size of the bubbles), and their relative importance to Waikato (measured by 'location quotient') in 2025. Bubbles above the horizontal red line indicate a higher location quotient than New Zealand. It

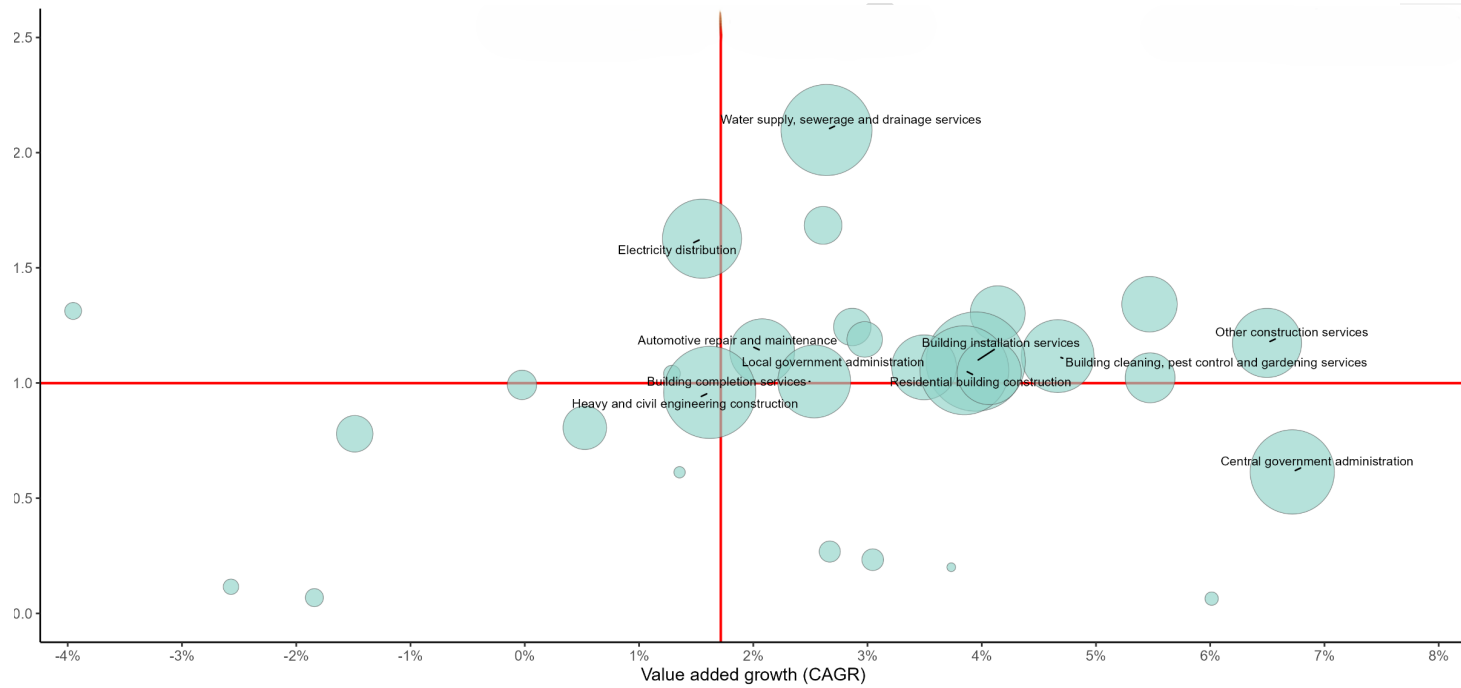
also shows the growth of each sector from 2000-2025. The vertical red line indicates average growth for all these sectors.

Waikato produces 14% of New Zealand's merchandise exports, behind only Auckland and Canterbury. Major exports from the region include food- and other manufacturing. In addition, Waikato's exports per person (\$27,200) were higher in 2025 than the more populous regions. This export orientation is an important source of dynamism for the economy, positively influencing innovation and productivity.

There is an opportunity to diversify export markets and the existing solid base to strengthen resilience and increase productivity, for example through higher value ingredients, nutrition and consumer premium products.

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Figure 3 Waikato region GDP, GDP growth (2000-2025) and GDP location quotients: infrastructure and public service sectors



Thriving and connected metro area ~~and towns~~

A thriving and connected Hamilton-Waikato metro area can increase regional productivity and incomes. This includes the fastest growing city in New Zealand and is linked to Auckland and Tauranga.

It is the region's primary centre of knowledge, innovation, economic specialisation and cultural assets. The Waikato River, a taonga and historical transport route, traverses this area, enhancing its amenity. The metro area facilitates trade and business in the region by providing a "super" market place. The Hamilton central business district is the regional and city centre.

The metro area has the highest concentration of professional, cultural and retail sectors in the region. Figure 4 illustrates the value of the contribution of these sectors to Waikato in terms of both their share of the economy (the size of the bubbles), and their relative importance to Waikato (measured by 'location quotient') in 2025. Bubbles above the horizontal red line indicate a higher location quotient than New Zealand. It also shows the growth of each sector from 2000-2025. The vertical red line indicates average growth for all these sectors.

There is an opportunity for Waikato to increase productivity and incomes by clustering economic activity in priority areas in a denser urban agglomeration in the metro area with high amenities.

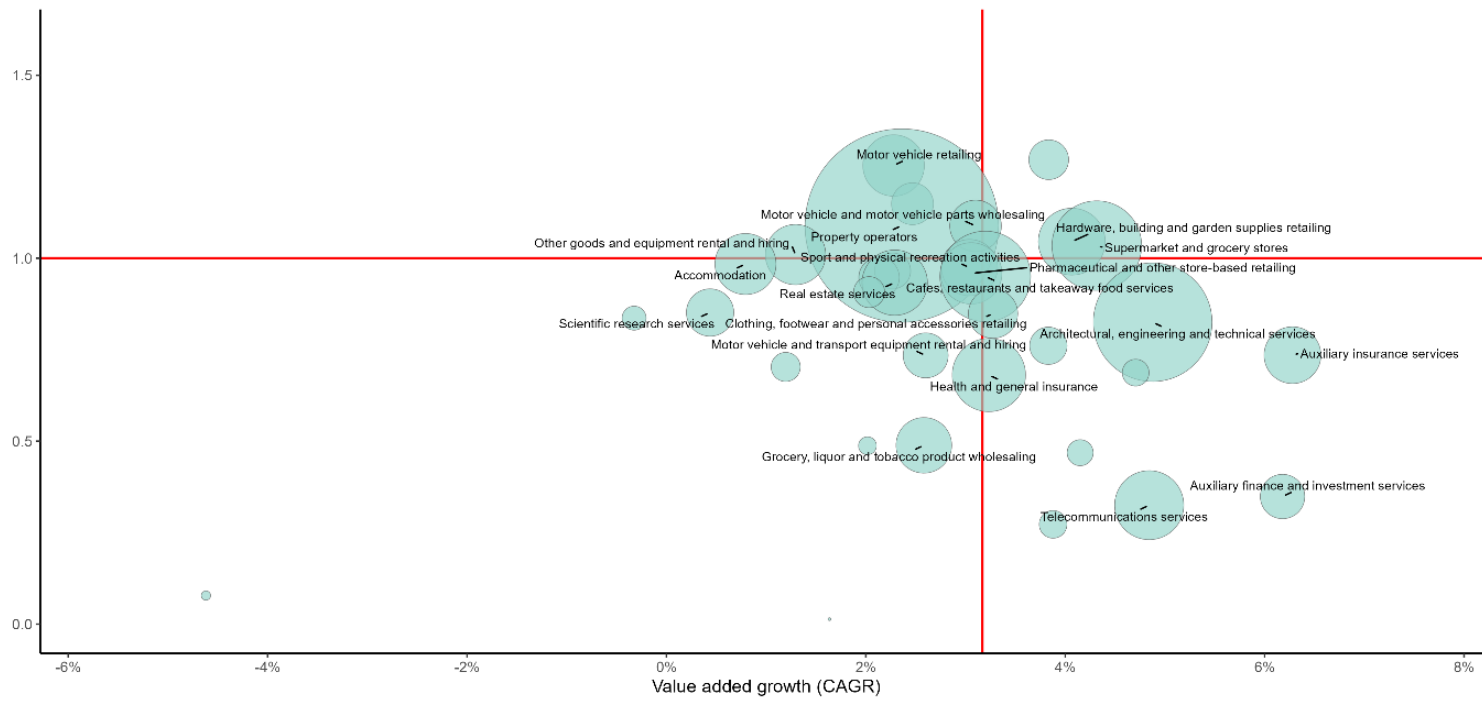
~~The Hamilton central business district is the regional and city centre.~~ The metro area is surrounded by towns with unique local identities, heritage and culture ~~and complementary economic functions.~~ These towns often provide important economic functions for adjacent rural or coastal areas, domestic and international visitors and the intra- and inter-regional movement of goods. In turn, these towns and rural or coastal areas provide economic functions that complement the metro area. As a result they depend on reliable infrastructure and services (including transport and digital connectivity). They are also vulnerable to the impacts of extreme weather. For example, storms flooded many roads and highways in the Thames-Coromandel and Hauraki districts (January 2026) and in the Waipā and Ōtorohanga districts (February 2026). These emphasised the importance of maintaining connections within the region.

There is an opportunity for Waikato to prioritise the resilience of economic enablers in clustering of economic activity in priority areas in a denser urban agglomeration in the metro area with high amenities, towns and rural or coastal areas, optimising their economic functions of towns through activities such as local placemaking or business improvement districts, and improving connections between them and with the metro area, could increase productivity and incomes.

~~Storms flooded many roads and highways in the Thames-Coromandel and Hauraki districts (January 2020) and in the Waipā and Ōtorohanga districts (February 2020). These emphasised the importance of maintaining connections within the region.~~

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Figure 4 GDP, GDP growth (2000-2025) and GDP location quotients: professional, cultural and retail sectors



Partner with [Waikato regional Māori](#)

There is an opportunity to grow partnership with Waikato regional Māori for shared prosperity. Waikato is home to Kiingitanga, Tainui and Te Arawa waka, imbuing it with a unique identity and values. Iwi throughout the region exercise rangatiratanga to pursue economic outcomes. Iwi and Māori businesses are resuming a large role in the Waikato economy.

The value of the Māori asset base in Waikato grew by 88% from 2018 to 2023. Waikato has the largest share of Māori primary sector assets, which comprise around 40% of the Waikato Māori asset base. There are also significant asset bases in property, manufacturing and construction, and the public and professional services sectors. Waikato also has the third-largest number of Māori-owned businesses. There is an opportunity to add value, particularly to collectively-owned assets. [For example by partnering with iwi to support the growth of authentic, iwi-led tourism experiences, cultural storytelling and contributing to the development of differentiating destinations.](#)

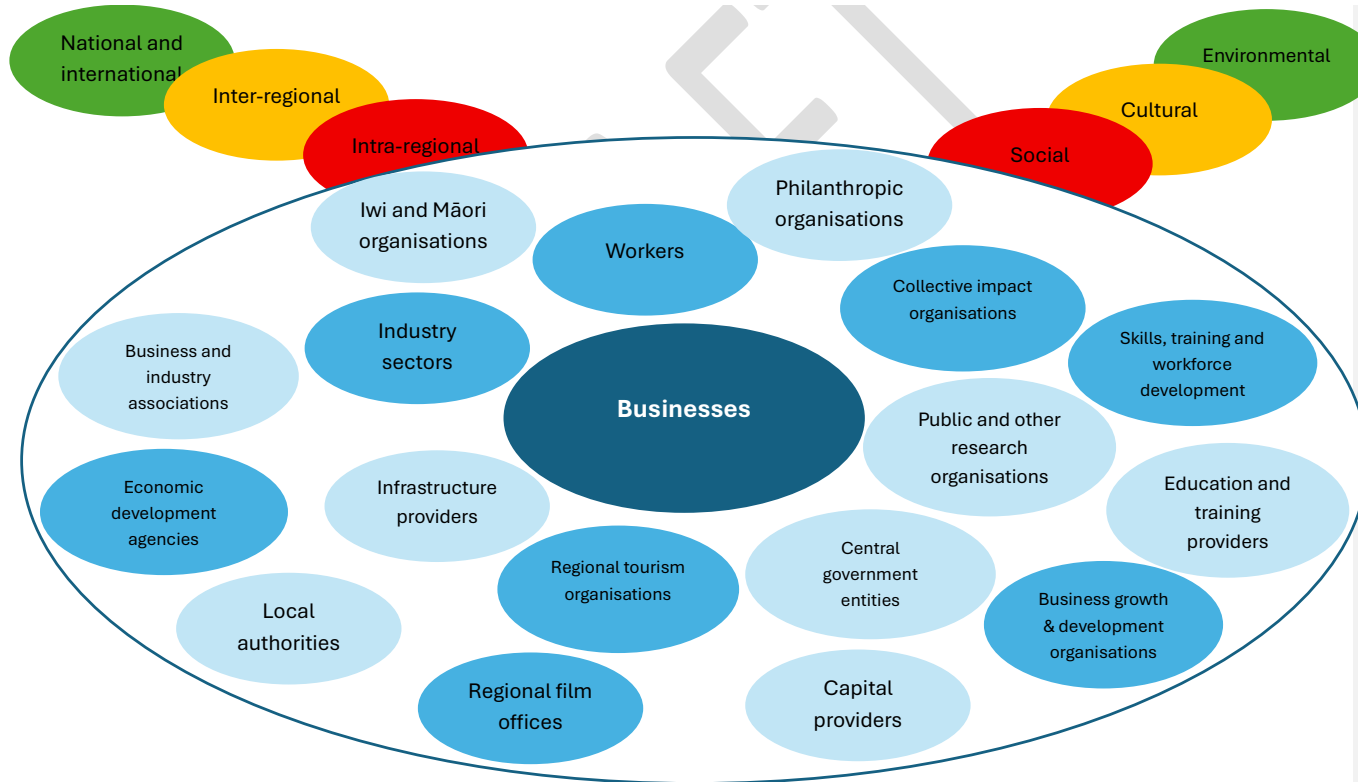
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Māori made up nearly a quarter of the Waikato population at the time of the 2023 Census, are growing significantly faster than the general population, and have a much younger age profile than the general population. Rangatahi Māori are a growing part of the regional work force.

About this Strategy

Multiple parties contribute to economic development in the Waikato region, which is nested within other outcomes and different geographic scales (see Figure 5).

Figure 5 Economic development ecosystem



This Strategy helps achieve:

- **a shared vision** by defining what the Waikato region is trying to achieve and why
- **stakeholder confidence** through a well-articulated strategy that builds trust and credibility within the region and with external investors
- **efficient resource allocation** by helping prioritise initiatives that deliver the greatest impact regionally and nationally, ensuring resources are used effectively
- **comparative advantage** by identifying and taking opportunities that differentiate the region in a national context.

This Strategy complements existing sub-regional functions. Regional strengths or opportunities could be, amongst other things:

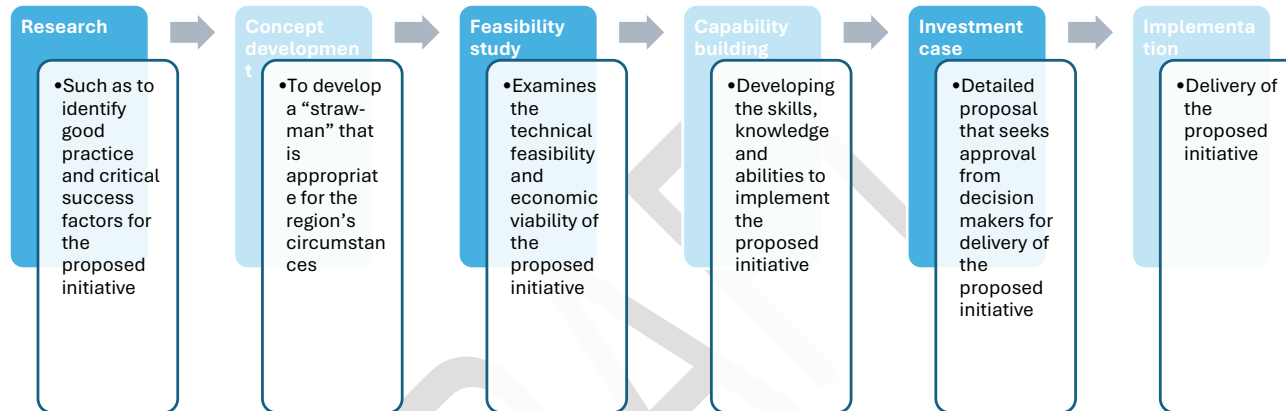
- region-wide, that is across all parts of the region
- in several parts of the region, such as industry sectors or labour market areas
- of nationally significant scale in one part of the region
- cross-regional, involving neighbouring or connected regions
- nationally or internationally connected.

The external environment of the Waikato regional economy can be characterised by volatility, uncertainty, complexity and ambiguity. For these reasons, this Strategy takes a flexible and responsive approach to adjust actions based on changing internal and external conditions, while continuing to have a long-term orientation and involve multiple stakeholders from across the entire ecosystem (see Figure 5). Unlike traditional strategies that rely on fixed long-term plans, it emphasises continuous learning, experimentation and real-time responsiveness.

This Strategy has a rolling time horizon for maximising economic outcomes over the medium- (10 years) and long-term (30 years). There is greater emphasis on continually monitoring internal and external conditions and identifying, implementing and evaluating a small number of short-term (1-3 years) initiatives, which contribute impactfully to the medium- and long-term outcomes (see *Implementation*).

This Strategy employs a partnership approach. Parties propose initiatives that contribute to the outcomes. Parties contribute to progressing their proposed initiatives through the relevant steps (see Figure 6).

Figure 6 potential implementation steps of proposed initiatives



Contributions could be through funds, labour or other resources (see Figure 7). If they are unable to meet the full requirements themselves, they can request partial support from other parties.

Figure 7 potential contributions from each party to implementing a proposed initiative

Advocacy to other decisionmakers	Information	Education of target user group	Policy, regulatory, planning etc	Expertise (staff time)	Funding	Good/service provision	Other
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2026/27 initiatives

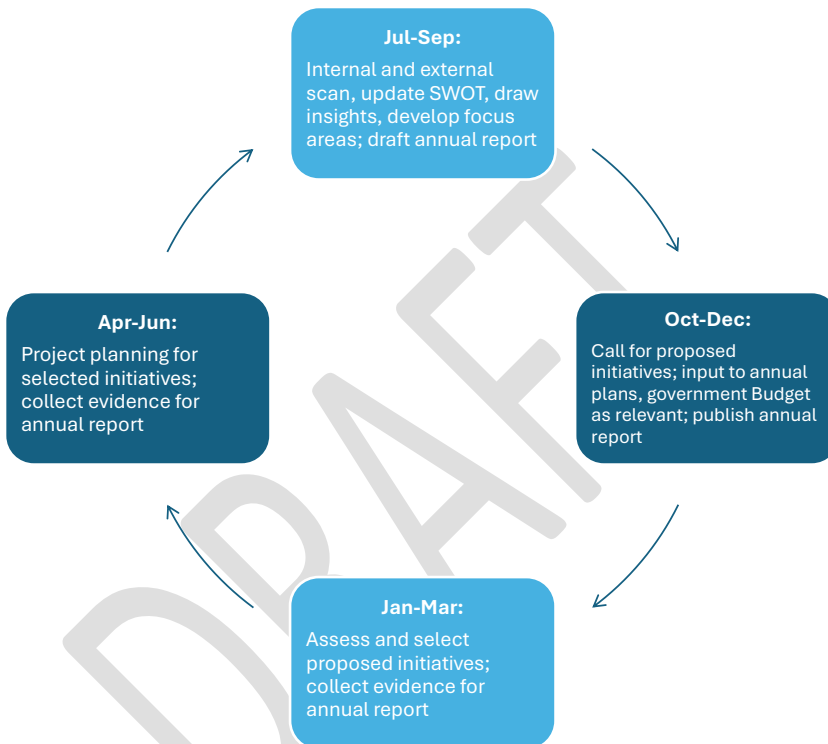
This Strategy identifies a small number of short-term initiatives with committed contributions from different parties. These are to be confirmed for 2026/27. Some initiatives led by different parties are listed in this draft for discussion (see Appendix A). Potential initiatives could be at any stage of implementation (see Figure 6). Potential contributions from each party to implementing an initiative depend on the levers available to it and can range from advocacy to providing the initiative itself (see Figure 7).

This Strategy also recognises that there are many initiatives in progress already, led by various parties (see Appendix B). They are listed in this Strategy because one of the immediate-short term outcomes it contributes to is improved coordination. These initiatives contribute in various ways to this Strategy's economic outcomes: increasing household incomes, productivity or employment. The Strategy will seek to identify the net benefits associated with these initiatives. They do not necessarily seek contributions from other parties. Reference to these initiatives in this Strategy is not an indication of a contribution by any other party.

The initiatives will be updated as information becomes available.

Implementation

The annual process for developing, implementing and reviewing this Strategy is flexible to the emergence of opportunities or threats outside the indicative cycle:



This Strategy is one component of the regional spatial plan that aligns land use, infrastructure, environmental and cultural aspirations, and more. This Strategy and the regional spatial plan identify priorities for coordinated and impactful investment in the region by parties including businesses, iwi, central and local government. Potential sources of investment include government initiatives such as the next wave of City and Regional Deals. This Strategy and the spatial plan also inform plans and budgets such as the Regional Land Transport Plan and Long-term Plans (see Figure 8).

Figure 8 Economic development, investment, plans and budgets



Monitoring and evaluation

An annual report will be published each year. This will monitor progress towards this Strategy’s outcomes, evaluate the implementation of key initiatives and the effectiveness of this Strategy itself.

This Strategy is intended to address several problems (market failures) facing the Waikato region. It will be evaluated for its effectiveness in addressing the intervention logic framework (see overleaf).

This Strategy uses *positive trends* rather than specific targets to monitor progress towards the economic outcomes. This is because these outcomes are long-term and system-wide and are strongly influenced by external factors unrelated to this Strategy. In addition, we want to encourage learning and adaptation.

We will seek to identify the net benefits associated with the initiatives and actions in this Strategy. Net benefits are the advantages of an initiative after subtracting its costs. Ideally, this will consider the outcomes of each initiative and compare them to what we would have expected to result if the initiative was not implemented.

The evaluation methodology is yet to be determined, but – given the diversity of initiatives – it is likely that it will need to vary from case to case.

We will avoid linking the actions of this Strategy to changes in high-level indicators (such as regional GDP), given the many forces beyond our control that are likely to have a much bigger impact on these indicators. For example, extremely high prices or physical shortages of diesel or fertilisers, droughts or other climatic events, or other shocks.

Indicative timeframe

Activity	Date
Evidence collection	By 30 June
Annual report drafted	By 30 September
Annual report published	By 31 October

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Intervention logic framework

Final outcomes (30-year horizon)	Increase household incomes	Increase productivity	Increase employment
Intermediate outcomes (10-year horizon)	Increase factor mobility Factors of production such as labour and capital move to priority activities that support the final outcomes	Reduce barriers To the entry or exit of businesses to priority activities that support the final outcomes	Shared direction Parties make aligned decisions, such as investment in areas with the greatest net benefits
Outputs and immediate-short term outcomes (3-year horizon)	Improve information and insights Fill gaps and develop new information to achieve efficient outcomes or maximise economic opportunities	Improve coordination Provide strategy and forums to bring together parties with common interests. Deliver/facilitate infrastructure to align activities around it	Positive spillovers Facilitate market solutions by establishing connections between parties, providing information, or subsidising positive activities in some way
Problems	Imperfect information Where parties lack perfect information, markets can fail to achieve efficient outcomes or to maximise economic opportunities	Coordination failures Opportunities missed because of independent actions across parties, which working together would have provided	Poor economic performance Under-provision of economic activities with positive spillovers contributes to sub-optimal incomes, productivity, employment

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Appendix A: New initiatives 2026/27

A small number of short-term initiatives with committed contributions from different parties are to be confirmed for 2026/27. Some initiatives led by different parties are listed here for discussion.

Name	Lead
Additional new initiatives TBC	TBC
Taakiri Tuu Te Matatini 2027	Waikato-Tainui
Waikato regional energy strategy implementation	Waikato Regional Council
Coordinated inward investment facilitation	Local authorities

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Appendix B: Initiatives in progress

This Strategy also recognises that there are many initiatives in progress already, led by various parties. They are listed in this Strategy because one of the immediate-short term outcomes it contributes to is improved coordination. These initiatives contribute in various ways to this Strategy's economic outcomes: increasing household incomes, productivity or employment. The Strategy will seek to identify the net benefits associated with these initiatives. They do not necessarily seek contributions from other parties. Reference to these initiatives in this Strategy is not an indication of a contribution by any other party.

Initiative	Lead
Mystery Creek water infrastructure upgrade	New Zealand National Fieldays Incorporated Society
Hamilton Airport runway extension	Waikato Regional Airport Limited
Ngāti Hauā Horticulture Project	Ngāti Hauā
Flood resilience tranches 1 and 2	Waikato Regional Council
GeoShot NZ (formerly known as the New Zealand Supercritical Geothermal Project)	New Zealand Government
New Zealand Graduate School of Medicine	University of Waikato
Te Huia passenger rail service one-year extension	Waikato Regional Council
Waikato Regional Aquaculture Strategy implementation	Waikato Regional Aquaculture Group
Nature credits	Sanctuary Mountain Maungatautari
SH1 Cambridge to Piarere	New Zealand Transport Agency
Hamilton Southern Links	New Zealand Transport Agency
North Waipā - South Hamilton Spatial Study	Future Proof
Hamilton to Tauranga Corridor Spatial Study	Future Proof
Hamilton central city transformation plan	Hamilton City Council

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Appendix C: Glossary of terms

The following terms and definitions are used in this Strategy:

Term	Definition
GDP	Gross domestic product. All the income from work and from businesses, or the returns to labour and returns to capital
<i>Dispersal</i>	Spreading out visitors to various destinations to spread benefits and reduce negative impacts on over touristed areas.
<i>Economic concentration index</i>	This index, more formally known as the Herfindahl-Hirschman Index, measures how concentrated an economy is. An index of zero would imply a highly diverse economy in which all industries contribute the same amount; the higher the index, the less diverse/more concentrated the economy is on relatively few industries.
GDP	Gross domestic product. All the income from work and from businesses, or the returns to labour and returns to capital
<i>Kotahitanga</i>	Oneness of purpose. Shared direction and priorities
<i>Kia eke panuku</i>	Desire to achieve success
<i>Location quotient</i>	A measure of an area's industrial specialisation relative to the whole country. It identifies which industries are more concentrated and prominent in the regional economy compared to the national average.
Tūraru	The level of exposure to trouble, harm, or loss. 1. tū → short form of tūpono (chance, contingency, something that may or may not occur); 2. raru → trouble, disruption, difficulty, issue
<i>Mahi tahi</i>	Collective action that involves combined effort and coordination
<i>Manawaroa</i>	Enduring inner strength, ability to endure through difficulty and disruption
<i>Nature credits</i>	Tradable, verifiable units representing measurable ecological improvements, designed to finance biodiversity conservation and ecosystem restoration
<i>Seasonality</i>	Fluctuations in tourist activity and demand for travel destinations based on the time of year.
<i>Tiaki taiao</i>	Active protection of nature
Tūraru	The level of exposure to trouble, harm, or loss. 1. tū → short form of tūpono (chance, contingency, something that may or may not occur); 2. raru → trouble, disruption, difficulty, issue
<i>Yield</i>	Financial and economic impact of tourism on Waikato's economy

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Appendix D: Waikato Regional Council's contribution to regional economic development

This Strategy is one example of how the council contributes to economic development. It has analysed data and drawn insights to inform this draft. This Strategy will help coordinate activities and advocate for the region's interests. The council contributes to economic development through a range of complementary functions:

1. **Efficient delivery:** of its local infrastructure, public services and regulatory functions to give effect to its priorities and outcomes, under the Local Government Act 2002;
2. **Procurement:** achieving economic benefit through the purchase of goods, services or equipment according to the procurement policy and social procurement strategy, which is aligned with the Government Procurement Rules;
3. **Strategic, spatial and transport planning (including regional policy):** such as developing the Strategic Direction, long-term plans, financial and infrastructure strategies, and triennial agreements, under the Local Government Act 2002; spatial planning, urban development and infrastructure under the forthcoming Planning Act and the Regional Policy Statement and Regional Plan under the Resource Management Act 1991. The council also contributes to this at sub-regional scale through the Future Proof partnership; and land transport and regional public transport planning under the Land Transport Management Act 2003;
4. **Regulatory functions (consents etc):** that allow natural resource use and discharges into air, water or onto land for economic needs;
5. **Land transport operations:** delivery of public transport under the Land Transport Management Act 2003;
6. **Biosecurity:** leadership, planning and operations to address the adverse effects of harmful organisms on economic wellbeing, under the Biosecurity Act 1993;
7. **Catchment management:** providing a drainage service for flat rural land, under the Land Drainage Act 1908 and other legislation and protecting economic activities from floods, under the Soil Conservation and Flood Protection Act 1941 and the Public Works Act 1981;
8. **"Active" economic development:** a spectrum of activities in response to identified market failures, for which it is most effective and efficient for the council to respond, ranging from doing nothing to direct provision of a good or service, such as:

- a. *monitoring and compiling economic data* (including regional information and national or international information that has relevance to the regional economy), and providing access to this data in a useful format;
- b. *analysis* of data and communicating timely economic development information and insights to support decision-making at local, sub-regional and regional scales;
- c. *coordination* of activities and investments to ensure the collective efforts of businesses and others achieve the maximum economic outcome and avoid unnecessary duplication (e.g. the joint lodgement of a Regional Deal proposal on behalf of the Waikato Mayoral Forum); and
- d. *regional leadership* that facilitates regional consensus, or advocating for the region's interests externally (such as through the regional sector and Te Uru Kahika, Waikato Mayoral Forum and the Upper North Island Strategic Alliance).

DRAFT

2.2 2027-2037 LTP INITIATION AND APPROACH

Rā | Date: 9 June 2026

Kaituhi | Author: Janine Becker, Director, Customer and Corporate Services

Kaituku | Authoriser: Chris McLay, Chief Executive

TE ARONGA | PURPOSE

1. To provide Council with an overview of the planned approach to the development of the 2027 – 2037 Long Term Plan (LTP) including how Enterprise Work Management (eWM) will be utilised through this process to support the prioritisation of current and planned new investment by providing enhanced transparency of Council's activities, their performance, alignment to strategic drivers, and cost of delivery.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. Under the Local Government Act 2002 (LGA), councils must update their LTP every three years. With the last plan adopted in June 2024, this requires Council to adopt a new 10-year plan no later than 30 June 2027. The LTP must comply with legislation and should receive an unmodified audit opinion.
3. The LTP process provides the opportunity to review the services that Council provides, the extent to which these services are provided, and how they are funded. After a period of community consultation, the refreshed LTP sets out a roadmap for the next decade, providing the basis for Council's accountability for service delivery to its communities.
4. While the sector is operating within an environment where change to operations and operating models is likely, advice to the sector has been that this does not remove the requirement to undertake this long-term planning. Instead, the need for high-quality plans, backed by clear planning assumptions is seen to be key to support any future transition to a new entity.
5. Given this, staff are working on the basis that all aspects of the LTP will be completed, however where possible the approach will be streamlined to avoid additional drag for the organisation.
6. One example of this is in relation to the review of current services and levels of service (LoS) that is a key part of the LTP process. The approach that staff have proposed for this process is guided by Council's direction, Te Pae Tawhiti Strategic Direction 2026–2036, including the need to ensure that outcomes for the Waikato region are delivered in an effective and efficient manner.
7. As councillors are aware, work has been underway over the last 12 months to introduce an approach to the management, oversight and governance of all work undertaken by the Council through the implementation of Enterprise Work Management (eWM).
8. eWM is the process for managing Business as Usual, projects, and programmes as a single portfolio of work (and investment). By integrating strategy, financial planning, delivery, and

performance, eWM provides ELT and Council a single view of what we are delivering, why it is being delivered and at what cost.

9. A core aspect of eWM is the ability to prioritise all work done by Council against an agreed set of criteria. This approach enables assessment of every Council initiative on a common basis so investment decisions can be compared, and trade-offs understood, against Council's whole portfolio. Any new work identified through the review of levels of service will utilise the same prioritisation approach, enabling these to be compared to existing work.
10. eWM aligns to planning cycles and will underpin development of the 2027-2037 LTP, helping to identify areas where Council is most able to investigate changes to current service levels. Council is then able to undertake a targeted review of services based on legislative alignment, risk mitigation and strategic drivers as set out in *Te Pae Tawhiti*.
11. Over June and July, the Executive Leadership Team will be leveraging the results from eWM to undertake a review of current levels of service. This will result in recommendations for areas of change that Council will consider in August 2026.
12. A proposed programme of engagement with Council has been developed to support the development of the 2027 – 2037 Long Term Plan. Key activities over the next six months will culminate in the presentation of a proposed LTP budget to Council in January / February 2027. This will form the basis for consultation with the community on proposed priorities for the next ten years.

BACKGROUND TO EWM

13. WRC has been developing a more structured enterprise work management approach to strengthen visibility of work across portfolios, programmes, projects, and BAU activity. The eWM prioritisation process is the part of that approach. It builds on and embeds previous prioritisation methods used by Council which are now systematised to allow every current activity as well as new investment requests to be assessed on a common basis so investment decisions can be compared across the whole portfolio.
14. This approach provides a single, transparent method that staff and councillors can follow and challenge. Each initiative is rated against criteria that assess the "Attractiveness" and "Achievability" of activities to create a ranked / rated list of work.
 - Attractiveness = how strongly the work aligns with Council's strategic priorities set through *Te Pae Tawhiti*.
 - Achievability = how realistic it is to deliver the work, considering things like complexity of work, skill and resource requirements, and dependencies with other work. It is assumed that all work within Council's current portfolio is "achievable".

15. The table below presents the basis of the assessments that have been made by staff when considering alignment of current activities to Council’s new strategic direction:

Score	Future fit organisation	Productivity and prosperity	Building regional resilience	Sustaining natural resources	Optimised transport system	Risk of not proceeding
None	Makes no contribution to the achievement of the strategic priority.					No impact on strategic risk exposure
Low	Makes a small, contained contribution to one aspect of the strategic priority. Its influence is helpful but limited.					Minor increase in exposure to a strategic risk threat
Moderate	Makes a clear contribution to multiple aspects of the priority. It strengthens readiness in several areas, but not organisation-wide.	Makes a clear contribution to multiple aspects of the priority. It strengthens outcomes in several areas, though this does not extend across the wider region.		Strengthens the transport system in several areas. The impact is localised or project-specific rather than region-wide.		Moderate increase in exposure to a strategic risk threat
High	Makes a significant, organisation-wide contribution to future-fit capability. Materially improves readiness for change.	Makes a significant, contribution at a regional scale. It meaningfully shapes delivery in ways that materially improve the region’s ability respond to the strategic priority.				High increase in exposure to a strategic risk threat
Extreme	Makes a step-change contribution across the major elements of the priority. It fundamentally strengthens WRC’s ability to adapt and transition.	Makes a step-change contribution across the major elements of the priority. It fundamentally strengthens the region’s ability to deliver to the priority.				Significant increase in exposure to a strategic risk threat

16. In parallel, each initiative is classified according to the degree of legislative or policy mandate so that work can be distinguished between mandatory activity, activity where Council has limited discretion in terms of delivery, and those that are discretionary.

Legislative alignment	
Not mandatory	Discretionary
Optional actions are available to Council but are not required. There is no specification on how or when optional actions are undertaken	
Optional actions are available to Council but are not required. It is specified how and / or when optional actions are undertaken.	
It is not required under legislation but is a Council directive or a contractual obligation.	Limited discretion
Compliance required in accordance with Council’s own regulations, or regional policy statement.	
Requirement is written into primary legislation or national direction. Requirements are clear and unambiguous. Some discretion as to how and / or when compliance actions are undertaken.	Mandatory
Requirement is written into primary legislation or national direction. Requirements are clear and unambiguous and how and when compliance must be achieved is specified	

17. All scoring is moderated across the portfolio to improve consistency and remove individual bias.

18. The model intends to guide, not replace staff and elected member judgement. Rather it provides a consistent basis against which this judgement can be applied.

19. This assessment is proposed to be used to inform where focus will be directed through the LTP process – with more detailed review of those items that are not strongly aligned with legislation. Those activities that strongly align with legislation will still be subject to review to consider whether there are better ways to deliver these services – noting that impending changes to legislation will likely drive the need for significant change in some of these areas anyway.

INITIAL FINDINGS FROM PORTFOLIO PRIORITISATION

20. The outcomes from the moderated assessment of Council’s current portfolio of work to the criteria from eWM is shown in Figure 1 below. These results show a balanced spread of ratings across the portfolio, rather than clustering around the middle, providing confidence that the eWM approach is working as intended and is providing Council with a credible basis for prioritisation.
21. The graph below shows the degree of alignment (low, moderate, high, extreme) of activities against the strategic priorities set in *Te Pae Tawhiti*. It is noted that where no alignment has been assessed, this is excluded from the graph below.

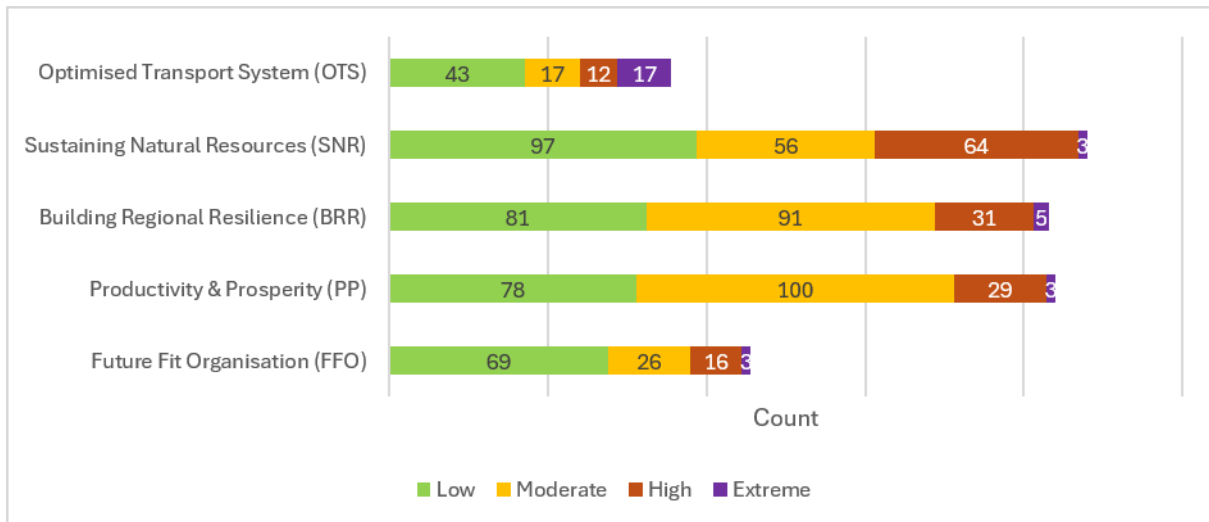


Figure 1: Moderated Strategic Driver intensity (Low-Extreme)

22. As per graph below, the initial assessment shows that most current spend sits within limited discretionary activities, with a smaller but still material share falling within discretionary category. This provides a view of the portion of the portfolio where Council has scope to consider change through the LTP process.

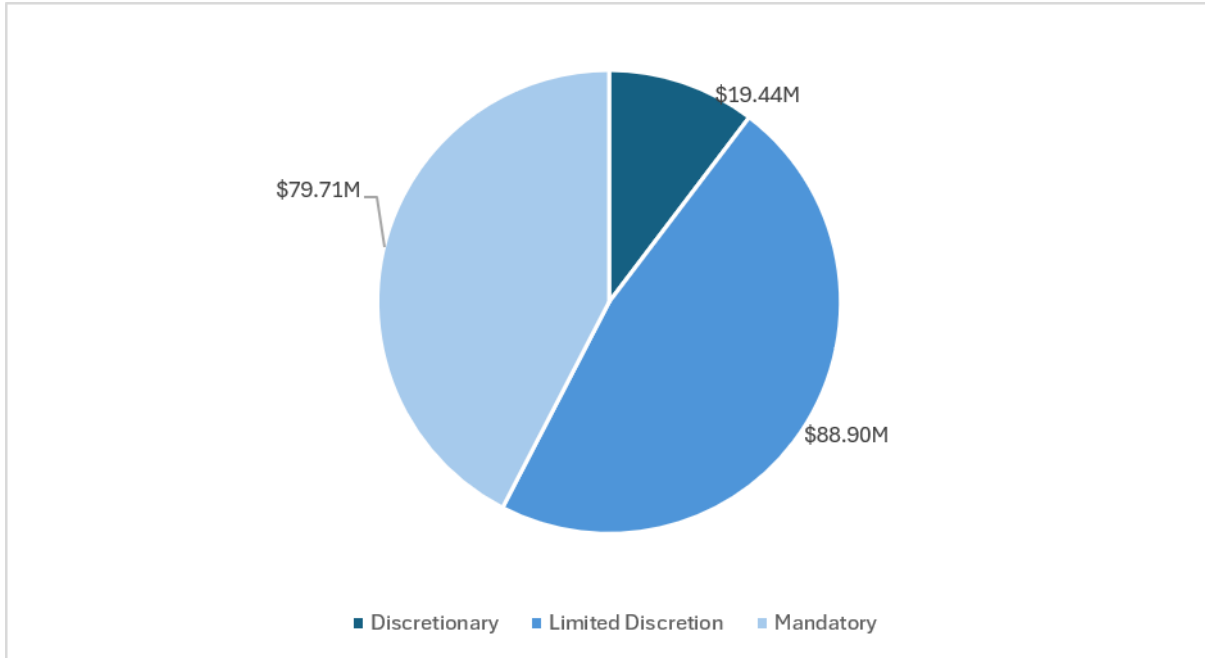


Figure 2: Distribution of spend based on Mandatory setting

23. Furthermore, the current portfolio assessment in the graph below shows where this discretionary and limited discretionary expenditure lies within the organisation (based on labour and direct costs only proposed in the 2026/27 Annual Plan), noting that this is unevenly distributed across directorates, with some areas having less flexibility to reprioritise due to statutory obligations.

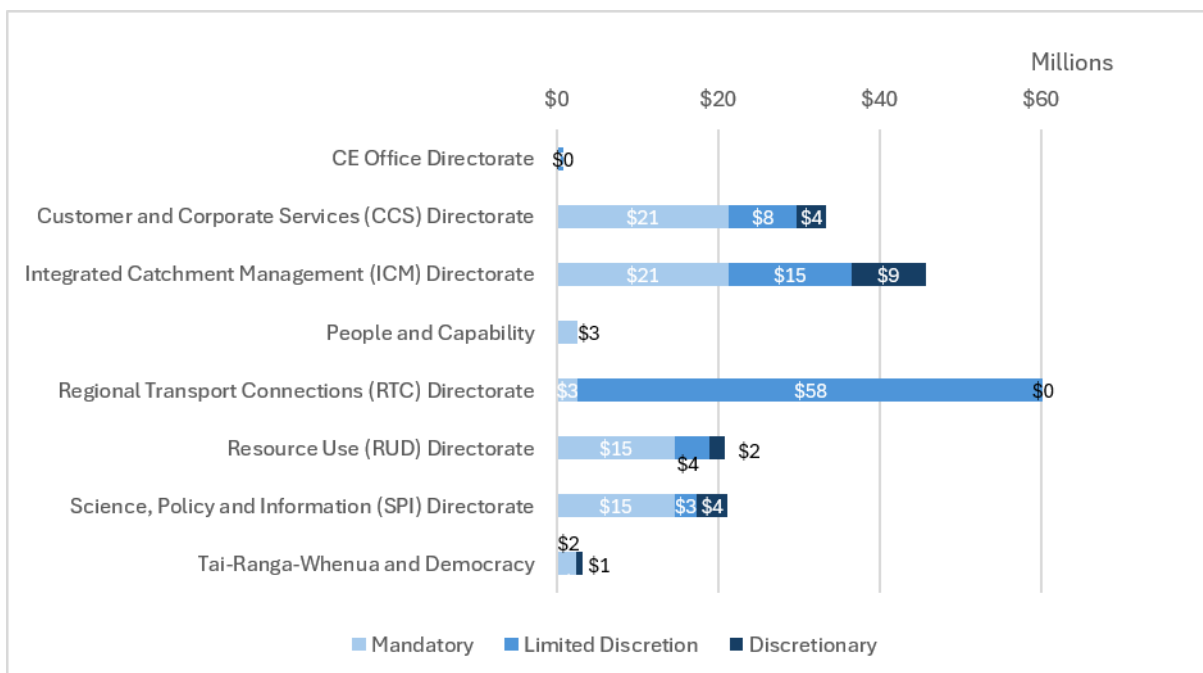


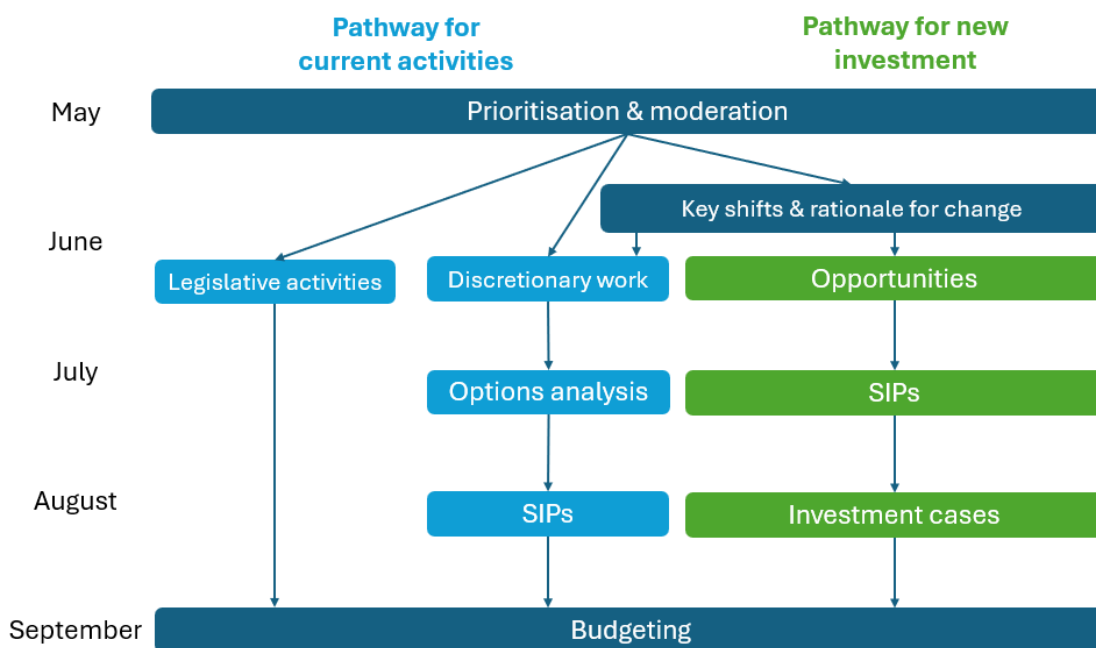
Figure 3: Cost (2027AP) by Portfolio & Mandatory Category

LEVEL OF SERVICE (LOS) REVIEW

- 24. An early step in the development of the LTP is to review Council’s levels of service. The purpose of reviewing LoS is to ensure services remain aligned with Council’s strategic priorities and community expectations.
- 25. In setting *Te Pae Tawhiti* Strategic Direction 2026–2036, Council has established its priorities for the next three years. The LTP is the key mechanism through which delivery of these priorities is enabled – through the selection of activities and levels of service that give effect to the Strategic Direction.
- 26. In response to this direction, the prioritisation approach set out above provides a systematised method for the evaluation of the work that Council currently undertakes.
- 27. The diagram below shows the overall process being used to prioritise Council’s work for the Long Term Plan. The initial assessment of current work has been undertaken as shown above. This has created a baseline assessment that will be utilised by the Executive Leadership Team to review current levels of services and areas where change will be recommended to Council.



- 28. Based on this, the following pathways have been identified to consider changes in levels of service, based on the assessment of the legislative / mandatory nature of work.
- 29. Where work is aligned strongly with a legislative requirement, Directors will be undertaking a light review – looking to identify any different ways to provide these services. It is noted that pending changes to legislation are likely to be the key triggers for the need to review how these services are delivered, and the timeframes within which these changes need to be embedded.



30. Over June / July, the Executive Leadership Team will be reviewing levels of service attached to all work, but with a focus on the “limited discretion” and “discretionary” activities to determine areas where changes may be recommended to Council. As part of this process, the initial scoring that underpins the portfolio prioritisation information above will also be reviewed. Recommendations for change will canvass do more / do less / do different options. Proposed steps include:
- **Initial reviews:** directors will undertake targeted LoS reviews within their directorates, identifying areas where there are options for changes to levels of service or the way that services are delivered (do more / do less / do different)
 - **ELT workshops #1:** ELT will bring together options for LoS changes and assess impacts to budgets and service delivery. For significant changes, or where new investment is identified to deliver *Te Pae Tawhiti*, a strategic investment proposal (SIP) may be required.
 - **SIP development:** ELT work with subject matter experts to develop SIPs where required, to test options for more significant changes to services levels.
 - **ELT workshops #2:** ELT review SIPs and assess draft budget position based on recommended changes to LoS. Any SIPs will be prioritised in line with the process used for Council’s current portfolio of work to understand how they rank against existing programmes of work.
 - **20 August Council workshop:** Council workshop LoS recommendations and give direction.
 - **Budgeting:** budget guidelines are issued to staff and budgeting commences.
31. Alongside this work, Council committees should be receiving information in relation to the current expenditure, resourcing, and outcomes that make up Council’s current budgets. This provides the opportunity to develop further understanding of work programme and to identify areas where additional information may be required which can then be incorporated into the level of service information that will come back to Council through workshops in August 2026.

COUNCIL ENGAGEMENT THROUGH 2027-2037 LTP DEVELOPMENT

32. Given the operating environment within which the LTP is being developed, staff are intending to take a pragmatic approach to the development of the LTP, while ensuring that all key aspects of the plan are sufficiently addressed to ensure that the LTP reflects key challenges and assumptions.
33. The key LTP elements include:
- Levels of service
 - Infrastructure Strategy
 - Financial Strategy
 - Funding and financial policies
 - Budgets
 - Consultation and engagement

34. A proposed programme of engagement with Council has been developed with a series of focussed workshops throughout the second half of 2026 leading into key decision points in early 2027. Regular updates on the status of the work programme are provided to the Strategy and Policy Committee, while all decisions will be presented to full Council.

Dates	Workshop / Meeting
17 June 2026	Council workshop: Introduction to eWM for the LTP
20 August 2026	Council workshop: Levels of service/Regional Assumptions
16 September 2026	Council workshop: Introduction to financial policies
29 September 2026	Council workshop: Infrastructure Strategy
14 October 2026	Council workshop: Financial Strategy and discretionary funding partnerships
15 December 2026	Council workshop: Draft LTP budget
January / February 2027	Council meeting: Draft LTP budget approval
February 2027	Council meeting: Draft LTP and Consultation Document approval for audit
March 2027	Council meeting: Draft LTP and Consultation Document approval for consultation
April 2027	Public consultation on the draft LTP
May 2027	Council meetings: Hearings and deliberations
June 2027	Council meeting: Final LTP approval

ĀPITIHANGA | ATTACHMENTS

Nil

3 PUBLIC EXCLUDED WORKSHOP ITEMS

PUBLIC EXCLUDED:

1. That in accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987* (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this workshop. The general subject of the matters to be considered while the public is excluded, the reason in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
3.1 - Health and Safety Due Dilligence	s7(2)(g) of the Act - To maintain legal professional privilege	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

2. That Katrina McLuskie (McLuskie Dalziel Lawyers) remains in this workshop after the public has been excluded because of their knowledge of the items to be discussed. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because of its specialised nature and the benefit to be gained from expert advice.

4 KARAKIA WHAKAMUTUNGA

Unuhia, unuhia

Unuhia mai te uru tapu nui

kia wātea, kia māmā,

te ngākau, te tinana, te hinengaro,

i te ara takatū

Koia rā e Rongo

e whakairia ake ki runga

kia tina! TINA!

Haumi ē, hui ē, TĀIKI ē!

Draw on, draw on,

Draw on to the supreme sacredness

To clear, to free

our heart, body and soul

Our pathway prepared

Lo, there is peace

suspended high above

manifest!

draw together!

Affirm!