greater WELLINGTON

REGIONAL COUNCIL

Te Pane Matua Taiao

If calling please ask for: Democratic Services

4 September 2019

Wellington Regional Strategy Committee

Order Paper for meeting to be held in the Council Chamber, Greater Wellington Regional Council, Level 2, 15 Walter Street, Te Aro, Wellington on:

Tuesday, 10 September 2019 at 1.00pm

Membership of Committee

Mayor Lester (Chair)	Wellington City Council
Councillor Blakeley (Deputy Chair)	Greater Wellington Regional Council
Deputy Mayor Day	Wellington City Council
Councillor Calvert	Wellington City Council
Mayor Guppy	Upper Hutt City Council
Mayor Gurunathan	Kapiti Coast District Council
Councillor Marsh	Wellington City Council
Mayor Patterson	Masterton District Council
Mayor Tana	Porirua City Council
Mayor Wallace	Hutt City Council

Recommendations in reports are not to be construed as Council policy until adopted by Council

Wellington Regional Strategy Committee

Order Paper for meeting to be held on Tuesday, 10 September 2019 in the Council Chamber, Greater Wellington Regional Council, Level 2, 15 Walter Street, Te Aro, Wellington at 1.00pm

Public Business

Page No

1. Apologies

2. Conflict of interest declarations

3. Public participation

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Please note that these minutes remain unconfirmed until the meeting of the Wellington Regional Strategy Committee meeting on 10 September 2019.

Report 19.272
18/06/2019
File: CCAB-15-318

Public minutes of the Wellington Regional Strategy Committee meeting held on Tuesday, 18 June 2019, in the Council Chamber, Greater Wellington Regional Council, Level 2, 15 Walter Street, Te Aro, Wellington at 1.02pm

Present

Mayor Lester (Chair)	(Wellington City Council)
Deputy Mayor Bassett	(Hutt City Council)
Councillor Blakeley	(Greater Wellington Regional Council)
Councillor Calvert	(Wellington City Council)
Deputy Mayor Day	(Wellington City Council)
Mayor Guppy	(Upper Hutt City Council)
Councillor Marsh	(Wellington City Council)
Mayor Patterson	(Masterton District Council)
Mayor Tana	(Porirua City Council)

Public Business

1   Apologies

Moved   *(Mayor Lester/ Cr Blakeley)*

That the Committee accepts the apology for absence from Mayor Gurunathan and Mayor Wallace.

The motion was **CARRIED**.

2   **Conflict of interest declarations**

There were no declarations of conflict of interest.

3   **Public Participation**

There was no public participation.

4   **Confirmation of the minutes of 28 August 2018**

Moved   *(Mayor Lester/ Mayor Patterson)*

That the Committee confirms the minutes of the meeting of 9 April 2019, Report 19.147.

The motion was **CARRIED**.

5   **WREDA final statement of intent 2019-2022**

Lance Walker, WREDA Chief Executive, spoke to the report.

Report 19.249   File: CCAB-15-312

Moved   *(Mayor Lester/ Cr Marsh)*

That the Committee:

1.   *Receives the report.*

2.   *Notes the content of the report.*

3.   *Notes that WREDA has constructively addressed the requested changes to their final Statement of Intent.*

4.   *Receives WREDA's final Statement of Intent.*

The motion was **CARRIED**.

6   **WREDA Third Quarter Report 2017/18**

Lance Walker, WREDA Chief Executive, spoke to the report.

Report 19.251   File: CCAB-15-314

Moved   *(Mayor Lester/ Cr Marsh)*

That the Committee:

1. *Receives the report.*

2. *Notes the content of the report.*

The motion was **CARRIED**.

The meeting closed at 1.23pm

Mayor Lester
(Chair)

Date:

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Te Pane Matua Taiao

Report	**2019-397**
Date	2 September 2019
File	CCAB-15-321

Committee	**Wellington Regional Strategy Committee**
Author	**Samantha Seath, Programme Lead, Wellington Regional Strategy**

1. Purpose

To provide an update to the Committee on Wellington Regional Economic Development Agency's (WREDA) activities for 2018/19.

2. Background

WREDA is required to provide quarterly reports and an audited annual report in accordance with the requirements of the Local Government Act 2002. These reports provide an outline of activities, finances and performance against targets in the Statement of Intent 2018-21.

WREDA's 2018/19 Annual Report is not due until the end of September, however WREDA have produced a summary of their year in review which is in **Attachment 1**. This includes a link to the online draft Annual report (which does not include the financial statements or performance measures). Representatives from WREDA will present to the Committee at the meeting.

3. Comment

Due to the draft nature of the report officers have not made any comments. Once a full report with financials and Key Performance Indicators (KPIs) is produced comments will be made and presented at the December meeting along with the final Annual Report for acceptance.

WREDA will update the committee on a number of initiatives including Tōkihi, an innovation framework that brings together elements of Te Ao Maori and Design Sprint innovation methodologies (**Attachment 2**) and the Workforce Development Plan.

4. Communication

No external communication is proposed as an outcome of the consideration of this report.

5. The decision-making process and significance

No decision is being sought in this report.

6. Engagement

Engagement on this matter is unnecessary.

7. Recommendations

That the Committee:

1. **Receives** *the report.*

2. **Notes** *the content of the report.*

Report prepared by: Report prepared by: Report approved by:

Samantha Seath   **Barry Turfrey**   **Luke Troy**
Wellington Regional Strategy Office   Wellington City Council   General Manager, Strategy, GWRC

Attachment 1:   WREDA Draft Annual Report
Attachment 2:   Tōkihi Report

WREDA (WellingtonNZ) Update

Purpose

- To provide an update on the Annual Report (due for release end of September) and two initiatives that WellingtonNZ have recently been working on.

Annual Report

- The WellingtonNZ Annual Report for the year ended 30 June 2019 is due to be released at the end of September and tabled at the Wellington Regional Strategy Committee meeting in December.

- As with last year, Wellington has adopted an online-digital format which is more sustainable (i.e. not printed) and allows for the inclusion of video content in line with WellingtonNZ's role as storyteller for the region.

- A draft of the report can be viewed here: https://spark.adobe.com/page/vHUlw5EhmcI7I/. Note that this does not yet include financial results or statement of service performance, as these are currently being audited and will be approved by the WellingtonNZ Board on 18 September.

- The report captures a number of highlights from the WellingtonNZ year including:
    - $2.7 billion of visitor spend in the year
    - $93 million economic impact from Major Events investment (22:1 return)
    - $8.5 million of Callaghan Innovation Research and Development grants facilitated for regional business
    - $19.3 million in Business/Conference Events attracted to the region
    - Over 500 performance and conference events held in Venues Wellington
    - 427 businesses directly supported by Regional Business Partnership Programme (62% Wellington City and 38% rest of region)
    - 325 internships (through Summer of Tech/Summer of Biz and other programmes
    - 580 film permits issued (record), worth $18 million
    - 33 start ups incubated through CreativeHQ
    - Launch of GovTech Lightning Lab
    - Audience reach from Australasian media activity = 52m
    - 2400 travel agents trained.

- The report also has examples of the significant marketing work that WellingtonNZ has completed for the region, and highlights major projects including the Wellington Regional Trails Framework, WellTown Virtual Game and the Wellington Convention and Exhibition Centre.

Wellington Region Workforce Development Plan

- In partnership with the Greater Wellington Regional Council (GWRC) Wellington Regional Strategy Office work has now been completed on the Regional Workforce Development Plan.

- The report recognises that the Wellington Region's economy can only continue to perform well if jobs are created and filled continually. The challenges identified include:
  - Industries struggling to find workers with the correct, job-relevant skills
  - School leavers and graduates facing difficulty finding jobs in their preferred area of work or specialisation
  - Demographic shifts, such as an increasingly aging population, resulting in further economic changes and challenges
  - Technological progress changing the way work is being done, and the types of jobs available

Noting historic trends, 42,000 new jobs are expected to be created in the region by 2025, the main impetus continuing to be growth in the public service and associated supporting businesses, and growth in businesses which support a growing population.

The report notes that workforce development is a complex area with a network of government and non-government organisations and institutions involved, as well as the businesses that employ Wellingtonians.

The report suggests the key areas for focus in which local government intervention can support this network of partners:

a. Maintaining the region's competitive advantage – focus on creative, technology and knowledge intensive services
b. Making the most of our entire working age population – build on initiatives which are inclusive in bringing more people of all ages into the workforce, particularly through creating links for these people to employers.
c. Making the most of our geography – ensure that transport planning supports the growth of employment across the region and that technology infrastructure enables people to work from diverse locations.

Summarising potential actions for WellingtonNZ the report recommends four key areas:

1. Establish regional workforce leadership – bring together leaders from business, education, local and central government to provide leadership and participation for the actions identified in the plan
2. Manage and promote relevant research and data – the discovery phase of the project found that employers know they need to be more engaged in developing their workforce but need a more significant impetus to move to action.
3. Facilitate pathways to employment – find ways to build on the many initiatives that are already happening across the region such as Youth Education Training and Employment programme (YETE), Young Enterprise and Summer of Tech. These initiatives give opportunity to both increase the opportunity for individuals and promote the internal development of new talent in businesses.
4. Drive and challenge stakeholder action – promoting a culture change in the way employers consider workforce development and their role in building good practises such that individuals can build successful careers in the region's workforce.

- David Perks, General Manager, Regional Development, Destination and Attraction, will be present at the meeting to speak to this and answer any questions.

Māori Business Development: Tōkihi

- One of WellingtonNZ's focus areas for both the prior year and the year ahead is partnering in the Maori Economy and working with Māori business. As part of this, WellingtonNZ are in the final stages of recruiting a Māori Business Specialist who will be part of the Business Growth team. This role will have a specific focus on working alongside Māori businesses to help them grow in the region.

- Separate to this, WellingtonNZ, CreativeHQ and members of Taranaki Whanui have been co-designing an innovation framework that brings together elements of Te Ao Māori and Design Sprint innovation methodologies. Out of this work has come a proposal for a programme called Tōkihi – which is designed to enable future Māori leaders (ages 18-25) to seek and achieve their highest future potential grounded in tikanga Māori and whakapapa but connecting with business and innovation opportunities.

- A report on this development work is attached. David Perks and Kara Dentice (Taranaki Whanui) will speak to this at the meeting

Attachment: *Tōkihi Report*

TŌKIHI REPORT

APRIL 2019 - JUNE 2019

Background

Te Tech Tribe

In late 2018 Taranaki Whānui initiated a movement called Te Tech Tribe. Te Tech Tribe is a platform which will act as a mega connector for Māori and Pacific whānau, to leverage and support them into creative, innovative, educational, business and cultural landscapes to empower them to determine their own future.

Haututu

One of the first initial programmes to come out of Te Tech Tribe was Haututu. Haututu is that explorer, curious, playful, adventurous, sometimes overconfident characteristic, that 'Maui' or 'Moana' element. The Haututu programme dares whānau to be different, to trust their instincts, to try new things and break the 'rules'.

"We will build a network of Maori and Pacific leaders, innovators and disruptors"
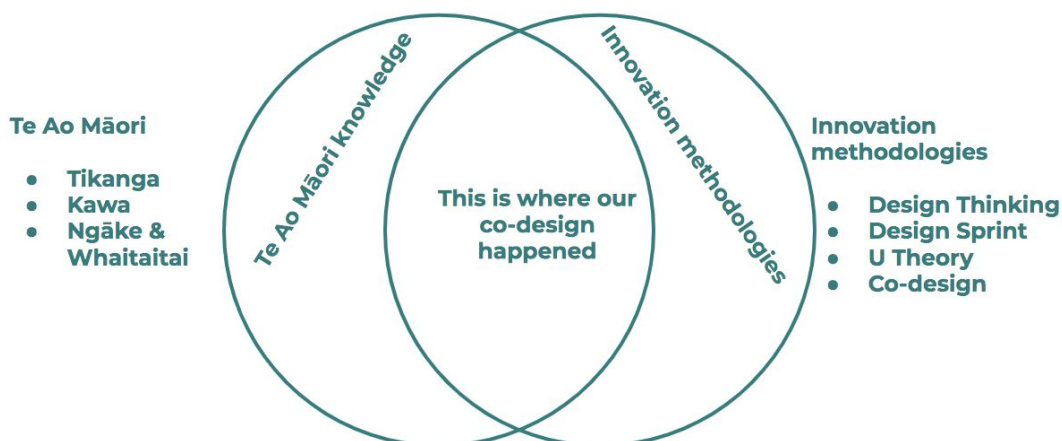
Taranaki Whānui tested the Haututu programme with Wellington NZ and Creative HQ recognising shared objectives around enhancing the Māori economy and the potential Haututu may have in assisting that.

It was mutually agreed to test how a 'Haututu' programme may run through a 'pilot'. From here Taranaki Whānui and Creative HQ came up with **Tōkihi.**

Tōkihi

Tōkihi takes a takes a mātauranga Māori approach with the key design sprint elements, to co-design a programme for the purpose of validating and testing the Haututu Programme.

Who are the Tōkihi Team?

The Tōkihi team:

- Kim Skelton - Taranaki Whānui (Strategy)

- Hinerangi Edwards - Taranaki Whānui (Matauranga Māori Design Specialist)

- Kara Dentice - Taranaki Whānui (Innovation)

- Ceara McAuliffe Bickerton – Creative HQ (Design Specialist)

The Tōkihi Approach

We approached Tōkihi through using a co-design approach drawing off Te Ao Māori & Innovation methodologies. Below is an overview of the approaches and a drill down on specific themes.

Informing Tōkihi

Ngāke & Whaitaitai

In framing Tōkihi the team used the creation narrative of the Wellington Harbour. This narrative speaks of how the two taniwha Ngake and Whaitaitai were sent down by the Kāhui Maunga to open the mouth of Te Ika a Maui (the great fish of Maui – North Island). At this time the mouth of Te Ika a Maui was closed and therefore dying. The task given to these two Taniwha by the Kāhui Maunga was to open the mouth of Te Ika a Maui so it can breathe and continue to live.

The two Taniwha had very different personalities. Ngake was more vivacious, active and lively and Whaitaitai was quieter and more solemn. The short of the story is that Ngake was able to break through and cut open the mouth of the Fish however, by the time it came to Whaitaitai's turn to leave the water had receded so much that he could not get up enough speed to also break through.

Whaitaitai now lies next to the Harbour and is now known as Haitaitai and Ngake is somewhere out in Te Moana nui a Kiwa. It is said that when the waters are choppy in the Cook Strait, Ngake is swimming around.

What the Tōkihi team drew from this narrative was the two identities and pathways. One is the active and vivacious energy and other being the much more grounded energy. We recognised that Tōkihi framework requires the ability to enable both.

Design Sprints

Based off a Google Ventures Design Sprint, Creative HQ's Design Sprint replaces guesswork and busy-work with a real, tangible process. Within the five-day sprint, focusing on discovering & defining a problem before coming up with solution concepts, designing, prototyping and testing a solution with real end users within the five days. Elements of this process was used to elevate and compliment the Ngāke and Whaitaitai narrative.
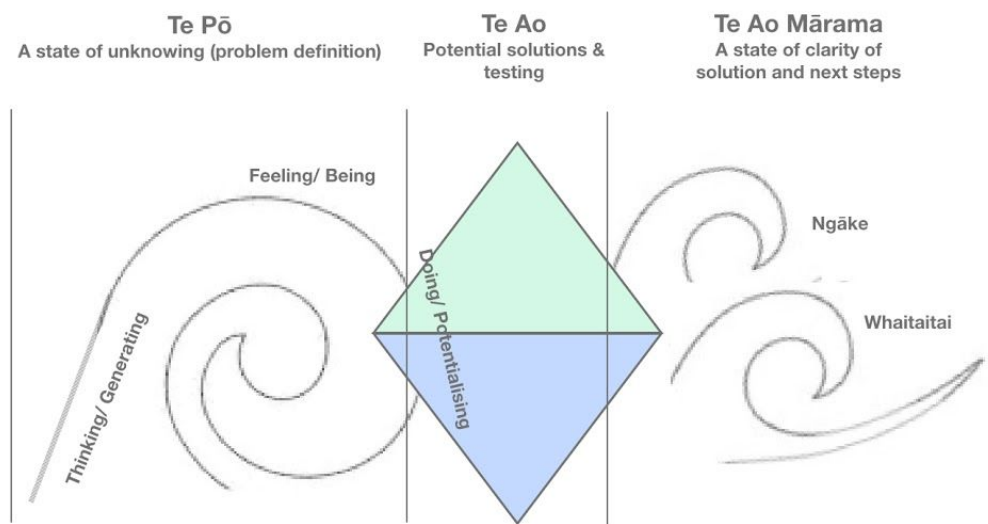
Theory U

Based on the work of Otto Scharmer the Tōkihi team used key components of 'Theory U' which is a framework that has within it a number of components that strongly align to Te Ao Māori. Theory U works through a process of seven key stages which are noted below.

1. Downloading –what are your perceptions?

2. Seeing – what are others saying?

3. Sensing – what are those in field saying?

4. Presencing –what does the highest possible future look like?

5. Crystalising – what does acting from a future state look like?

6. Prototyping – testing the new things that could be created

7. Embodying – performing and giving effect what you have created

Our Tool - Tōkihi

"Tōkihi is a tool grounded in whakapapa and tikanga Māori that converts needs into transformational solutions."

Tōkihi Framework

Te Pō
A state of unknowing (problem definition)

Te Ao
Potential solutions & testing

Te Ao Mārama
A state of clarity of solution and next steps

Feeling/ Being

Thinking/ Generating

Doing/ Potentialising

Ngāke

Whaitaitai

Principles

1. Short process

2. Grounded in Tikanga Māori

3. Co-design

4. Implementable

Applications

Tōkihi can be used across a multitude of complex challenges. During the creation of the framework, we applied it to complexity of housing & financial literacy for Taranaki Whānui. We would recommend that moving forward it could be used as a service co-facilitated by Taranaki Whānui & Creative HQ.

Our first Tōkihi

We ran our first Tōkihi over an intensive three day wānaga from the 14th -16th of June with 7 taiohi. The purpose was to design a programme with taiohi. The weekend followed the framework and some highlights of the wānanga included:

- Hearing Pekaira's korero about understanding who we are, where we have come from and realising we have still got a long way to go

- Visiting inspirational leaders in community projects and innovation.

- Ideating and creating potential solutions

The taiohi created solution concepts that we used to inform the programme design.

Our programme - *Ngā Purapura ki te Ao*

We came into this process with the intent of developing a programme for Haututu. However after wānanga with our taiohi it became clear that Haututu should be something that could be tested and done later on down the track.

It was agreed that the first thing that needed to be done was to gather our metaphorical 'seeds' (taiohi, youth), nurture them and then release them to the world – hence Ngā Purapura ki te Ao (literally seeds released to the world).

Our programme is a 12 month programme with a purpose of enabling our future leaders to seek & achieve their highest future potential grounded in tikanga Māori and whakapapa whilst drawing in the opportunities the world has on offer.

"Our goal is to seek & achieve our highest future potential."
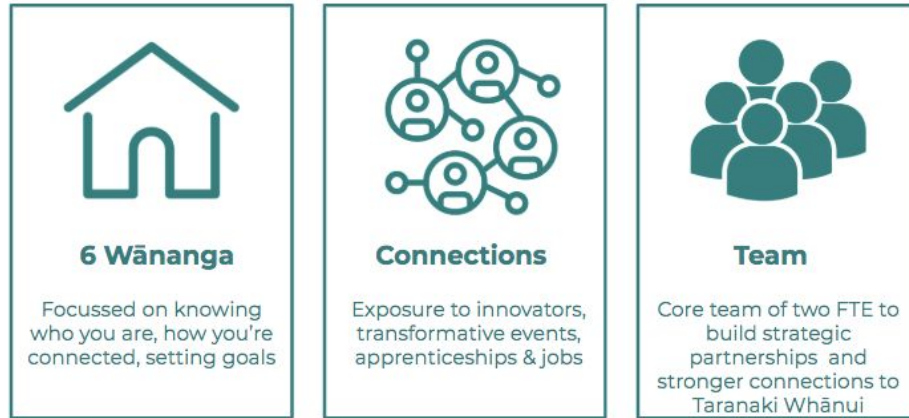
Who is it for?

This a programme that you be shaped to different age groups. We propose cohort 1 is focussed on our future leaders ages 18 - 25 years old who are Taranaki Whānui ki te Upoko o te Ika and ruranga (Māori with strong associations to Te Whanganui a Tara).

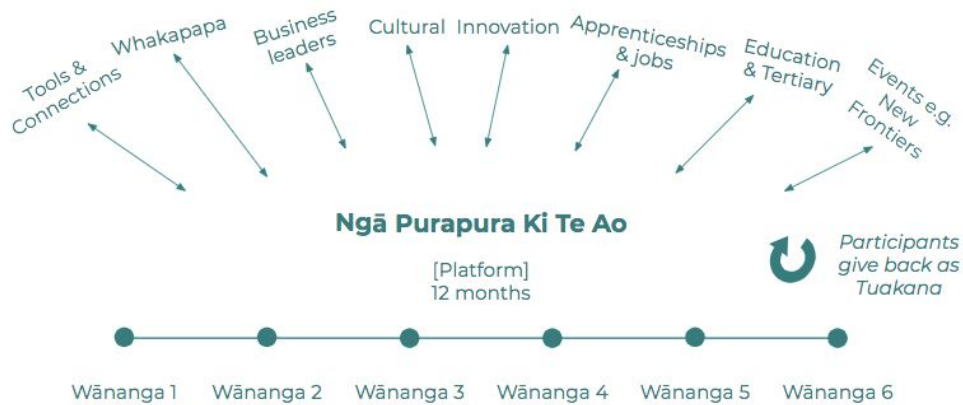*"With each purapura we are building a movement that will grow beyond our wildest dreams"*

How many?

Ultimately we want to ensure that, the doors not closed to any taiohi who want to engage with this programme. However, for cohort 1 we're looking at 20 participants and their whānau.

Ngā Purapura Ki Te Ao – *Elements*

6 Wānanga

Focussed on knowing who you are, how you're connected, setting goals

Connections

Exposure to innovators, transformative events, apprenticeships & jobs

Team

Core team of two FTE to build strategic partnerships and stronger connections to Taranaki Whānui

Ngā Purapura Ki Te Ao – *Expanded*

Tools & Connections   Whakapapa   Business leaders   Cultural   Innovation   Apprenticeships & jobs   Education & Tertiary   Events e.g. New Frontiers

Ngā Purapura Ki Te Ao

[Platform]
12 months

Participants give back as Tuakana

Wānanga 1   Wānanga 2   Wānanga 3   Wānanga 4   Wānanga 5   Wānanga 6

Capital Plan

For Cohort 1.

- 6 Wānanga
  - o   Koha
  - o   Travel, venue & kai

- 2 FTE
    - Strategic Partnerships & Business Partnerships
    - Pastoral Care, whakapapa & tikanga
    - Admin
- Showcase
- Taiohi Investment
- Impact Evaluation

Existing related investment - Taranaki Whānui circa 250k

Tangible outcomes - *Ngā Purapura ki te Ao*

Programme deliverables	Examples of short term outcomes & benefits	Examples of longer term outcomes & benefits
6 Wananga over 12 months	After 12months, Taiohi leaders are running their own wananga, using the Tokihi tool to develop their own innovative and culturally grounded solutions to issues they see as a priority.	Taiohi • Taiohi assisting own whanau to develop pathways to empowerment • Taiohi leaders in decision making roles contributing to Wellington regional development • Taiohi employed in key advisor and management roles

Wananga 1: • Wellington based	Strengthening connections through kinship and whakapapa Meeting inspiring iwi members and some of Te Tech Tribe advisory board Exposure to innovators and business leaders in Wellington Goal setting Recording the journey as a learning tool for others	• Taiohi in training/internships • Taiohi in tikanga based tourism ventures around Wellington Wellington community • Business access to talented manawhenua Taiohi and whanau as collaborators, advisors, consultants, workers • Business models and operations co-designed by Taiohi who are invested in broader community wellbeing & social impact goals • Tourism ventures in Wellington relate to authentic manawhenua narratives and values • Investment in Taiohi means intergenerational trauma will stop at this generation – investment to reduce future socio-economic deprivation
Wananga 2: • Wellington based	As per wananga 1 Refining goals and focusing on priority projects Early event planning	
Wananga 3: • Wellington based	As per Wananga Taiohi in leadership and facilitation roles	
Wananga 4-6: • Potentially hosted outside Wellington by Taranaki Whanui iwi & associated roopu	Exposure to wider Taranaki Whanui ecosystem of	

		Taranaki whanui • Taiohi involved with iwi events as they are able • Whanau are stronger and connected
Showcase	Event to showcase journey taken by the individuals	With Taiohi, mentors and wider community and stakeholders

Next Steps

Members of our team will be responsible for building and developing momentum for the Te Tech Tribe movement as well as implementing our first programme, Ngā Purapura ki te Ao. Crucial to the team's success is:

1. Securing resources to the value of $250k

2. Developing and maintaining Te Tech Tribe ecosystem and relationships

3. Delivering Ngā Purapura ki te Ao (Year 1)

Contact us

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