



WORKSHOP AGENDA

Date: Wednesday, 29 April 2026

Time: 9.30am

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

Workshop Details: Waikato Raupatu River Trust and Waikato Regional Council
Workshop

- Strategic Work Programme Reset and Co-Development Approach

Order Of Business

1	Karakia Timatanga	3
2	Workshop Paper	4
2.1	Strategic Work Programme Reset and Co-Development Approach.....	4
3	Karakia Whakamutunga	12

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

2.1 STRATEGIC WORK PROGRAMME RESET AND CO-DEVELOPMENT APPROACH

Rā | Date: 16 April 2026

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PURPOSE

1. The purpose of this report is to set the context for a facilitated session to inform development of a refreshed Strategic Work Programme (SWP) for the 2025-2028 triennium.

BACKGROUND

2. At the Waikato-Tainui / Waikato Regional Council Co-Governance Committee hui held on 8 April 2026, the Committee resolved:
 - (a) That the Strategic Work Programme for the 2022-2025 triennium be formally closed.
 - (b) That all remaining and carried-forward actions be transferred into the Co-Governance Committee's actions register and continue to be monitored and reported through that mechanism.
 - (c) That a facilitated session be held to inform development of the Strategic Work Programme for the 2025-2028 triennium.
 - (d) That a draft Strategic Work Programme be prepared following this session and brought back to the Committee for formal consideration at the next co-governance meeting.
3. This report operationalises that direction. It signals a clear shift from programme delivery and monitoring to closure, reflection and reset, and positions the forthcoming facilitated session as the primary forum for jointly shaping the focus, structure and priorities of the next triennial programme. Specifically, the session will:
 - (a) reflect on what has worked, what has not, and what remains unfinished;
 - (b) interpret those insights in light of the current operating environment; and
 - (c) identify what should be continued, changed, stopped or newly introduced in the next Strategic Work Programme.
4. The outcome will be a clear mandate for preparing a draft Strategic Work Programme for Committee consideration.
5. The 2022-2025 Strategic Work Programme was structured across four broad priority areas. **Table 1** sets out, at a high level, the focus of that Programme.

Table 1: 2022–2025 Strategic Work Programme- Priority Areas (summary)

Strengthen co-governance and co-management commitments	Build resilience and capacity
<ul style="list-style-type: none"> • Co-develop a land management strategy under the Co-managed Lands Agreement. • Review and update the Co-managed Lands and Joint Management Agreements. 	<ul style="list-style-type: none"> • Emergency preparedness and response strategy. • Input into procurement policy to maximise Māori opportunities. • Iwi capacity funding and joint advocacy.
Improve data sharing and reporting	Provide leadership to advance significant collaborative projects
<ul style="list-style-type: none"> • Te Ture Whaimana reporting framework. • Waikato Regional Council spatial information system access for Waikato-Tainui. 	<ul style="list-style-type: none"> • Site visits and insights into collaborative, multi-agency projects. • Development of options for a regional historic and cultural heritage framework.

OPTIONS AND ANALYSIS

6. Since the previous Strategic Work Programme was established, the operating environment has evolved significantly. Resource management and local government reform, climate-related events, and increasing emphasis on partnership-based delivery have reinforced the importance of clear alignment of shared regional priorities. Both organisations have adopted updated strategic documents covering the period ahead.
7. Taken together, the strategic directions of Waikato-Tainui and Waikato Regional Council continue to support the four partnership-critical priority areas for the next Strategic Work Programme, subject to refinement through the facilitated session.
8. **Attachment 1** provides explicit alignment to source strategies.
9. **Attachment 2** provides a strawman to stimulate discussion during the facilitated session.

CONCLUSION

10. The Strategic Work Programme for the **2022-2025** triennium has fulfilled its role and is now formally closed, with continuity ensured through the Committee's actions register.
11. The Co-Governance Committee now has an opportunity to reset and refocus through a facilitated, co-designed process that reflects the current context and strengthens partnership practice for the next triennium.

REFERENCES

12. [Waikato Regional Council – Te Pae Tawhiti: Strategic Direction 2026-2036](#)
13. [Waikato-Tainui – Five-Year Plan FY25–FY29](#), grounded in [Whakatupuranga 2050](#)

ĀPITIHANGA | ATTACHMENTS

1. **Explicit alignment to Waikato Tainui and Waikato Regional Council strategic documents (Doc # 35587532) [↓](#)**
2. **Strawman Strategic Work Programme (for discussion) (Doc # 35585423) [↓](#)**

Attachment 1: Explicit alignment to Waikato-Tainui and Waikato Regional Council strategic documents

The following tables provide a direct line of sight between the proposed **Strategic Work Programme priority areas for 2025-2028** and the relevant source material from Waikato-Tainui's *Five-Year Plan FY25-FY29 (Whakatapuranga 2050)* and Waikato Regional Council's *Te Pae Tawhiti - Strategic Direction 2026-2036*. The tables deliberately **mirror the structure of the previous Strategic Work Programme**, while reflecting the current strategic context and Committee direction.

Table 1A: Alignment with Waikato-Tainui strategic direction

Strategic Work Programme priority	Waikato-Tainui strategic source	Relevant intent from source document	Alignment rationale
1. Strengthen co-governance and co-management commitments	Five-Year Plan FY25-FY29 - Core business: <i>Whai Rawa</i> ; Enabler: Protect settlement rights and interests	The Plan emphasises protecting and optimising settlement mechanisms and ensuring they remain durable and effective over time, particularly during periods of reform.	This priority provides a governance-level mechanism to protect settlement integrity and ensure co-governance and co-management arrangements continue to operate as intended.
2. Build resilience and capacity	Five-Year Plan FY25-FY29 - <i>Taiao Resilience</i> ; readiness and organisational capability kaupapa	The Plan highlights readiness for climate impacts, shocks and change, alongside strengthening marae, organisational and system capability.	This priority supports partnership readiness and coordinated capability uplift, while respecting and not undermining existing rights or arrangements.
3. Evidence, monitoring and shared learning	Five-Year Plan FY25-FY29 - Strong organisation; data- and mātauranga-informed decision-making	The Plan identifies data, mātauranga and evidence as critical enablers for accountability, learning and informed decision-making.	This priority lifts monitoring and reporting to a shared governance function, supporting transparent learning and better joint decisions over time.
4. Leadership to advance collaborative projects	Five-Year Plan FY25-FY29 - Enabling Mana Motuhake through outcomes and delivery	The Plan emphasises moving beyond strategy into practical,	This priority creates a framework for partnership leadership on a small number of

		kaupapa-driven initiatives that deliver outcomes for whānau, hapū and marae.	high-value collaborative projects that give practical effect to shared aspirations.
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Table 1B: Alignment with Waikato Regional Council strategic direction (Te Pae Tawhiti)

Strategic Work Programme priority	Te Pae Tawhiti pou / focus area	Relevant intent from source document	Alignment rationale
1. Strengthen co-governance and co-management commitments	<i>Te whakarite mō āpōpō</i> - Future-fit organisation	Te Pae Tawhiti emphasises stable, adaptive governance and evidence-led decision-making through reform and transition.	This priority supports durable partnership governance, clear roles and decision pathways, and governance assurance for Council during system change.
2. Build resilience and capacity	<i>Kia manawaroa ake te rohe</i> - Building regional resilience	The Strategy highlights preparedness for climate impacts, natural hazards and disruption through coordinated regional approaches.	This priority provides a partnership pathway for readiness, response and recovery that complements Council's operational responsibilities.
3. Evidence, monitoring and shared learning	Cross-cutting - Evidence-led delivery	Te Pae Tawhiti places strong emphasis on transparency, performance tracking and learning to inform decisions.	This priority strengthens the evidence base for Council governance, improves line-of-sight reporting and supports early identification of risks and opportunities.
4. Leadership to advance collaborative projects	Integrated delivery across all pou	Te Pae Tawhiti recognises that complex regional outcomes require coordinated, multi-agency delivery and prioritisation.	This priority helps Council focus leadership and resources on collaborative projects where partnership coordination adds the greatest value, reducing duplication and improving impact.

Attachment 2: Strawman Strategic Work Programme (for discussion)

The following strawman is provided to stimulate discussion during the facilitated session. It is not a proposed programme for adoption, but a way of testing what a focused, high-impact Strategic Work Programme for 2025-2028 *could* look like if built from the insights and alignment outlined in this report. It is intentionally selective and structured around a small number of partnership-critical priority areas where co-governance adds the greatest value.

Strawman structure (illustrative)

- **Programme horizon:** 2025-2028 (reviewed annually)
- **Programme focus:** 4 partnership priorities

Each priority would include:

- a clear purpose statement;
- 2-4 governance-level focus areas;
- agreed success signals (what progress would look like); and
- reporting through a small, consistent performance lens.

Priority 1: Strengthen co-governance and co-management commitments

Purpose

To sustain and strengthen co-governance and co-management arrangements as effective, durable mechanisms that uphold settlement integrity and support partnership leadership through reform and transition.

Illustrative focus areas

- Maintaining the integrity of settlement-based arrangements during legislative, policy and institutional reform.
- Supporting Chairs, members and partner organisations to operate confidently within evolving governance settings.

What progress could look like

- Shared understanding of roles and accountabilities across co-governance and co-management settings.
- Increased confidence (for both governors and Council) that settlement mechanisms remain robust and future-fit.

Priority 2: Build resilience and capacity

Purpose

To strengthen iwi-council partnership capability and readiness so partners are better equipped to anticipate, respond to and recover from change, while enabling effective delivery of shared priorities.

Illustrative focus areas

- Strengthening partnership settings that build iwi and council capability over time (people, systems and ways of working).
- Aligning investment, resources and partnerships to scale impact.
- Unsing enablement mechanisms (including Natural Heritage Fund and Taiao Fund mechanisms) to support shared outcomes.

What progress could look like

- Clearer expectations and coordination across partners before events occur.
- Increased confidence in readiness and recovery pathways for iwi, marae and communities.
- Improved ability for Council to plan and prioritise effort during periods of disruption.

Priority 3: Evidence, monitoring and shared learning

(formerly "Improve data sharing and reporting")

Purpose

To strengthen shared evidence, monitoring and learning to support transparent, mātauranga-informed, outcome-focused decision-making by the Co-Governance Committee.

Illustrative focus areas

- Integrating environmental monitoring as a core component of the Strategic Work Programme.
- Aligning Waikato-Tainui and Waikato Regional Council monitoring priorities, planning cycles and sequencing.
- Strengthening engagement with kaitiaki through established mechanisms (e.g. Waikato-Tainui Taiao Forum).
- Improving accessibility and transparency of information.

What progress could look like

- Shared understanding of what success looks like and how it is being tracked.
- Earlier identification of risks, gaps and opportunities to inform decision-making.

Priority 4: Leadership to advance collaborative projects

Purpose

To provide governance-level leadership on a **small number of priority collaborative projects** where partnership coordination, sequencing and scale are critical to achieving agreed outcomes.

Illustrative focus areas

- Identifying which collaborative projects warrant co-governance leadership, based on shared value, impact and strategic alignment.
- Provide insights and undertake site visits to locations that demonstrate collaborative projects between multiple agencies.
- Kaupapa-driven, time-bound expressions of partnership leadership within the rohe, including supporting Waikato-Tainui as host iwi for Te Matatini 2027, in response to their request for support from councils across their rohe.

What progress could look like

- Better visibility at the governance level of collaborative projects.
- Improved sequencing and coordination across agencies, reducing duplication and inefficiency.
- Better value and outcomes from joint investment and shared effort.

What the facilitated session would test

Drawing on the focused conversation process (reflection, interpretation and decision), the facilitated session would be used to:

- test whether these priority areas reflect what should be continued, changed, stopped or newly introduced;
- confirm or challenge the number, scope and emphasis of priorities;
- surface any significant gaps, unresolved matters or kaupapa requiring explicit recognition; and
- clarify the balance between providing strategic direction and retaining flexibility for delivery.

The outcome would not be endorsement of this strawman, but a clear, collectively articulated mandate for preparing a draft Strategic Work Programme that reflects Committee direction and shared intent.

3 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!