![Cultivate IT — Cultivating Technology in the Waikato]

Digital Waikato 2025 Strategy

VISION: A digitally well-connected region with a robust framework supporting a collaborative approach to build digital capacity, that enables business productivity, enhances our community's well-being, and fosters ongoing innovation, empowering our region and it's people to prosper today and into the future.

In partnership with

Te Waka
Anga Whakamua Waikato

Overview

The Digital Waikato 2025 strategy, developed through consultation with a wide range of stakeholders, presents an aspirational future state of the Waikato region in 2025, together with a series of objectives identified as necessary for achieving the future state.

The strategy also provides information on key themes and an approach, supported by guiding principles, to facilitate the leveraging of digital technologies for the benefit of communities, business, government and across industry sectors.

Delivery of the initial programme of work forming part of the Waikato Economic Development Plan 2018-2022 will be coordinated by CultivateIT in partnership with Te Waka and in collaboration with a Digital Stakeholder Group.

Why a strategy?

We desire to live in a region that is safe for our families, has good infrastructure including public transport, parks and roads, provides good education and health services, offers good employment opportunities and has effective and efficient government.

A digital region isn't defined by how much digital technology it uses. A digital region is defined by its ability to provide a better place to live, learn, work and play by harnessing digital technology.

The strategy will provide a framework on which actions will be planned and undertaken because every action is open to disruption and subject to change, that's where the guiding principles or values become important over time.

A truly digital strategy should also consider social innovation and must aim to deliver outcomes for the Waikato incrementally, providing an opportunity for ongoing review and where necessary realignment with economic development objectives and the needs of community, business, government and industry.

Photo: LayerX Group

CultivateIT

As a sector body responsible for connecting the technology ecosystem and driving technology innovation CultivateIT will provide oversight for the Digital Waikato 2025 strategy, leading the initiative, and ensuring alignment with regional economic development objectives and integration with other regional as well as national digital enablement and related initiatives and activities.

How were the key themes identified?

The identified objectives and key themes outlined in the Digital Waikato 2025 strategy resulted firstly from an analysis of the results of a Regional Digital Stocktake and State of Play undertaken by Wollemi Consulting in consultation with key stakeholders and through a review of existing digital enablement initiatives, which was followed by more specific consultation with stakeholder groups.

Appropriate consultation and engagement will continue throughout the programme implementation.

Cover photo: UltraFast Fibre

Photo: Waikato Regional Council

The Waikato region typically rates fourth behind Auckland, Wellington and Canterbury on a range of ICT measures.

The region's tech sector is stronger in High Tech Manufacturing than ICT, but ICT nationwide is growing faster.

A 'digital divide' is evident, largely between urban areas and those with higher incomes on one hand, and poorer, more rural districts on the other.

Local governments have a wide variety of disparate plans in place to build community ICT awareness and uptake.

Source: Regional Digital Stocktake 2018

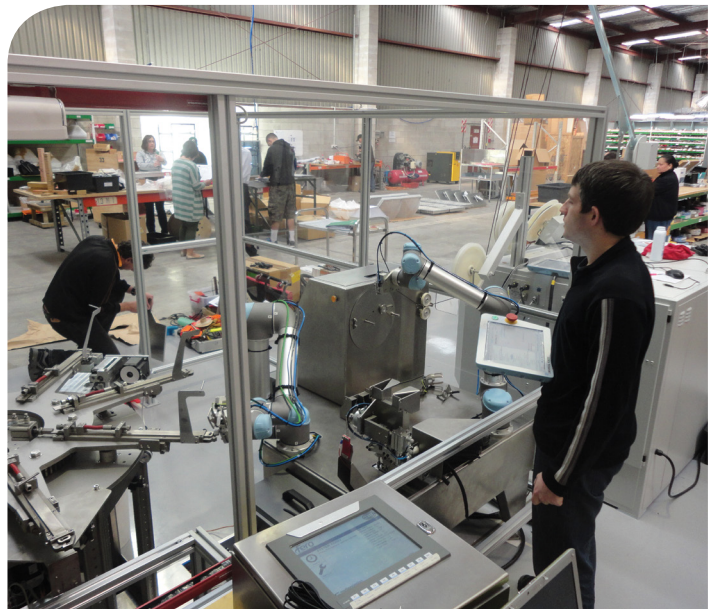Image: Waikato Innovation Park

Photo: Mark Hamilton

Photo: Motion Design

Aspirations for a 2025 Waikato

The Digital Waikato strategy provides a vision, objectives and approach to maximising digital technologies to engage, support and benefit communities, business, government and the tech sector in achieving collective aspirations for the future of Waikato.

COMMUNITY

- Connectivity for all
- Improved accessibility
- Preservation of heritage and culture
- Improved social connectiveness
- Improved pathways into the tech sector
- More effective use of technology
- Individual empowerment
- Improved environmental outcomes
- More digital creators

BUSINESS

- Increasingly productive
- Increasingly sustainable
- Skills matched to business needs
- Improved business competitiveness
- Greater presence of social enterprise
- Greater role as kaitiaki
- More values based

LINK

DRIVE

DRIVE

COORDINATE

CULTIVATE IT™

TECH SECTOR

- Higher % contribution to GDP
- Faster moving and more innovative
- Competing globally
- Leadership led by values
- Increased industry collaboration
- More attractive to talent
- More diverse and inclusive workforce
- Live local, work global

GOVERNMENT

- Higher level of open data
- Increasingly open government
- Minimum standard of sustainability
- Improved central – local engagement
- Enhanced democratic participation
- Greater public/private partnerships

Objectives

The Digital Waikato 2025 strategy has been designed to support the Waikato region's economic development goals and facilitate leveraging digital technologies for the benefit of communities, business, government and across industry sectors.

Delivery will be led by CultivateIT working in partnership with Te Waka, and in collaboration with a Digital Stakeholder Group representing stakeholders from around the region.

Underpinned by initiatives to increase the rate of growth of the digital sector, through promotion, business development and community building.

The strategy objectives include:

Close the digital divide

Measure and address the digital skills gap

Engage business to improve uptake of digital and build ongoing capability

Drive innovation and growth with a supply chain focus

Guiding principles

The strategy, consultation and agreement on the programme of work, as well as definition of projects will be outcome focused and guided by principals supporting the wellbeing of communities and achievement of business, government and technology sector objectives.

Community led

Sustainability

Inclusive and connected

Transparency and open data

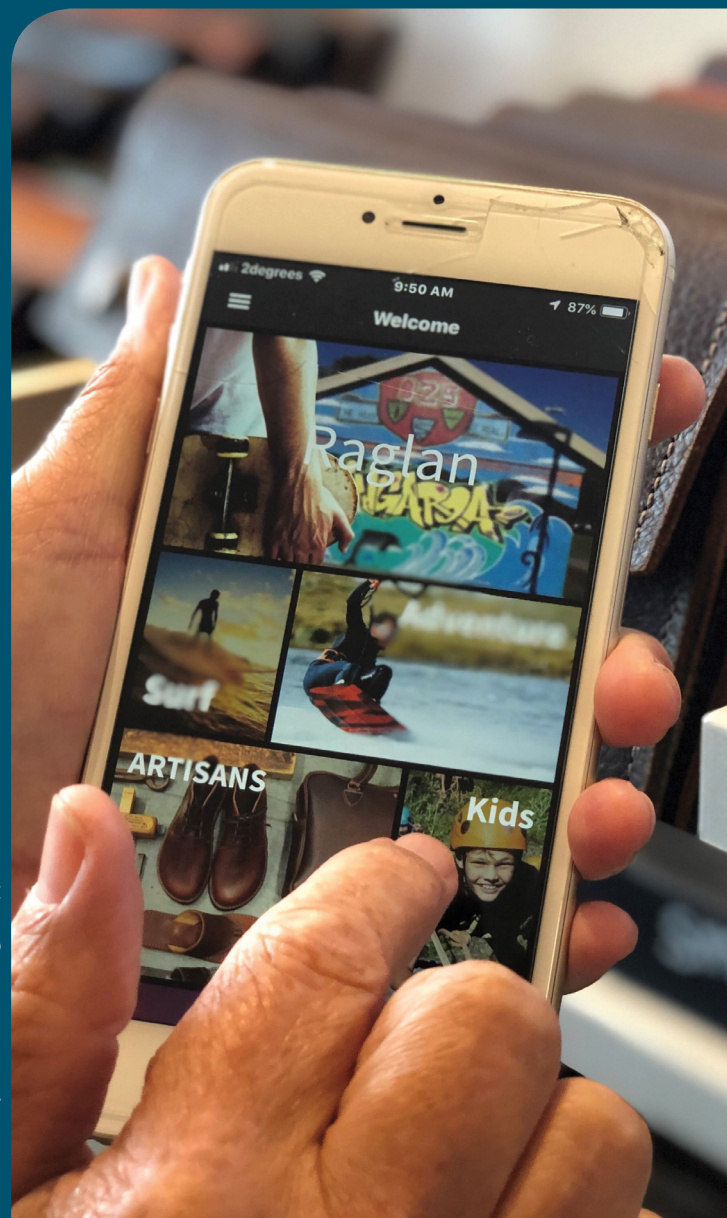Leadership

Education

Storytelling

Photo: Jenny McGuire, The Raglan App

Key themes

Close the digital divide

- Facilitate and support accelerated deployment of fit-for-purpose infrastructure to main centres and regions

- Facilitate and support the development of fit-for-purpose public access facilities, programmes and resources

- Promote, facilitate and support initiatives investing in user empowerment, not just infrastructure

Build digital skills and capacity

- Acknowledge, understand and define the digital skills gap and champion addressing it

- Promote, facilitate and support initiatives supporting schools in delivering the digital curriculum

- Support the establishment of fit-for-purpose pathways and career support programmes, resources and tools

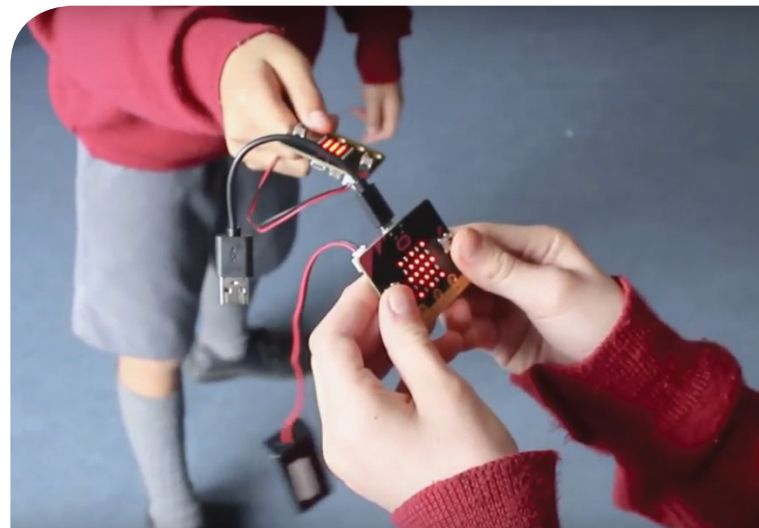## Digital transformation of small business

- Facilitate the development, promotion and access to best practice guides, resources and tools

- Establish a framework to facilitate small business digital transformation

- Encourage and empower the business community to continue to build capacity and leverage technology

Support regional smart cities initiatives

- Support the development of a model supporting economic development and community objectives

- Support the rollout of regional smart cities across the region in collaboration with local government

- Support and facilitate stakeholder engagement including alignment with other related initiatives
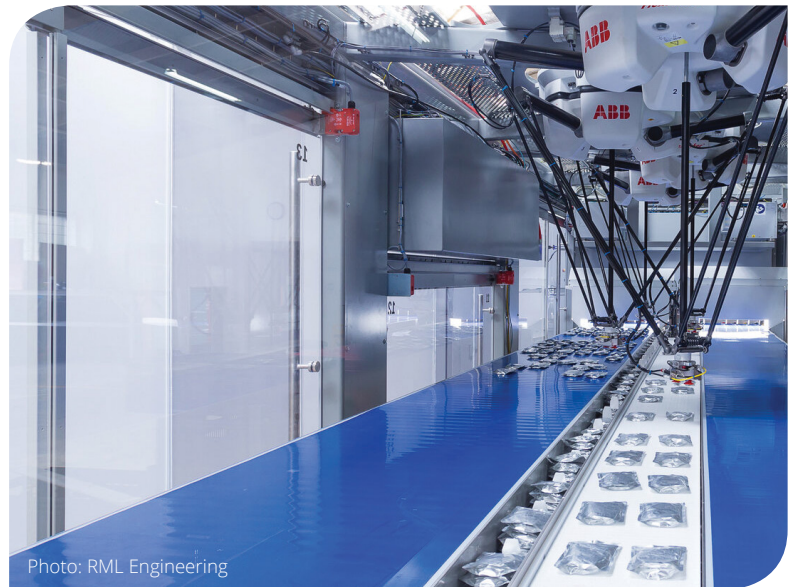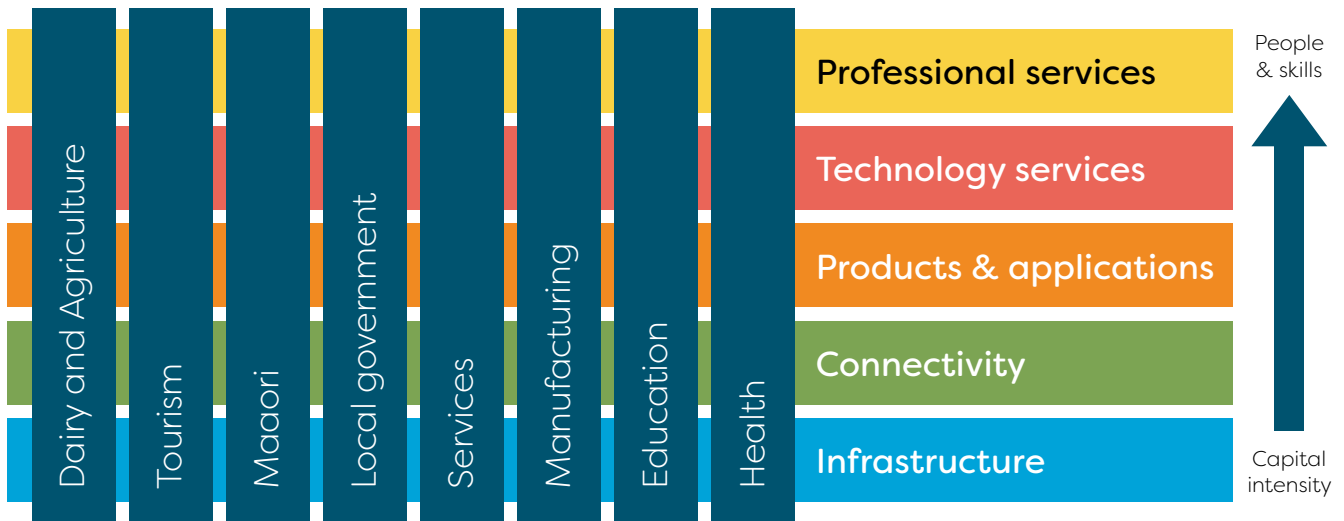
Foster regional technology innovation*

- Facilitate establishment of technology hubs for use by education providers, entrepreneurs and business

- Promote, facilitate and support initiatives engaging local youth and businesses in technology innovation

- Support, facilitate and showcase regional technology innovation

Photo: Learning Developments

*Technology innovation (and proposed technology innovation hubs) where relevant will also support social innovation.

Framework and structure

	Professional services	People & skills ↑
Dairy and Agriculture · Tourism · Maaori · Local government · Services · Manufacturing · Education · Health	Technology services	
	Products & applications	
	Connectivity	
	Infrastructure	Capital intensity

Photo: Gallagher

Photo: RML Engineering

Photo: Aeronavics

The strategy is outcomes focused and framed and structured with digital, moving from capital intensive to people and skills, as a foundation enabling sectors to achieve economic and social objectives through programmes and plans that maximise the use of digital technologies.

Professional services	The human resources needed to operate and run the tech sector, from building infrastructure to deploying software
Technology services	Services used to add value to and operate Products and Apps, such as rapid deployment, integration, project management
Products and Applications	User-owned and operated devices such as smart devices and peripherals as well as the apps and platforms which use them
Connectivity	Connections between business and households using ICT infrastructure, such as broadband and mobile connections
Infrastructure	Hard infrastructure such as telecommunications pipes, wireless towers, data centres/cloud infrastructure

Source: Digital Action Plan

Photo: Enlighten Designs

Digital stakeholder group

Consultation with stakeholders indicated favourable support for establishing a digital stakeholder group, led by CultivateIT, to guide the Digital Waikato 2025 strategy and oversee implementation.

Digital stakeholder group members will be selected to include representation from across the region providing an opportunity to collaborate and to take a regional approach to promoting and supporting the strategy.

Where necessary the group will engage wider stakeholder representatives including community groups working on community activities and projects relevant to the strategy. Digital stakeholder group makeup will also be reviewed as required to ensure an inclusive approach.

The role of the digital stakeholder group is to:
- Provide strategic direction
- Help with decision-making
- Facilitate wider connections
- Facilitate wider knowledge sharing and collaboration

Aim

The digital stakeholder group is not working to overstep, duplicate or reallocate the work of existing organisations and initiatives but rather encourage buy-in and ownership, as well as facilitate wider communication and knowledge sharing to develop connections and encourage collaboration for a strategic approach to digital uptake across the region for all stakeholders.

Approach

Led by CultivateIT and working with wider stakeholders the group will:

- Identify a lead organisation for portfolios of projects or individual project, aligning with existing initiatives and operational plans in this first instance.

- If necessary, work with existing organisations wanting to take a lead or establishing a lead to develop initiatives and operational objectives that incorporate the relevant portfolio of projects or individual project.

- Support lead organisations to develop detailed project briefs including implementation plans in consultation with stakeholders.

- Guide and facilitate the acquisition and/or allocation of required funding.

- Champion and support lead organisations to implement projects.

A continuous review process to measure outcomes against strategy objectives, and objectives against stakeholder needs, will be established to enable the approach and programme of work to shape new initiatives as technology advances.

Reporting

Regular status reports on progress will be provided to Te Waka, as the regional economic development agency, and if requested core funding providers. Project information will also be made available to relevant stakeholders at a time and in an appropriate format.

Photo: Dynamo6

Project definition

Projects to be delivered through the programme of work developed in alignment with the Digital Waikato 2025 strategy will be scoped using the following approach:

Review
- Background
- Need
- Desired outcome

Alignment
Economic development objectives and government strategy

Stakeholders
- Identification
- Mapping
- Consultation

Research
- Alternatives/options
- Related products/services and initiatives
- Resource requirements
- Funding

Feasibility
Including cost/benefit analysis and sustainability proposition

Define
Complete project brief

Submit
Project brief

Regional technology and innovation ecosystem

CultivateIT, as the leading tech sector body, is responsible for connecting and facilitating the technology innovation ecosystem to enable the leveraging of digital technologies for the benefit of community, business and government, and to support achievement of economic development objectives.

Government

Business

Community

Tech sector

- Events
- Information
- Resources and tools
- Directory
- Support
- Facilitation
- Funding
- Voice

Innovation*

*Technology innovation (and proposed technology innovation hubs) where relevant will also support social innovation.