

Horizon Scan

SWIFT

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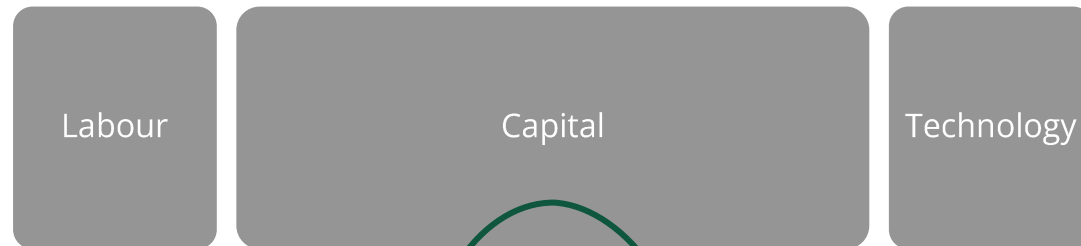
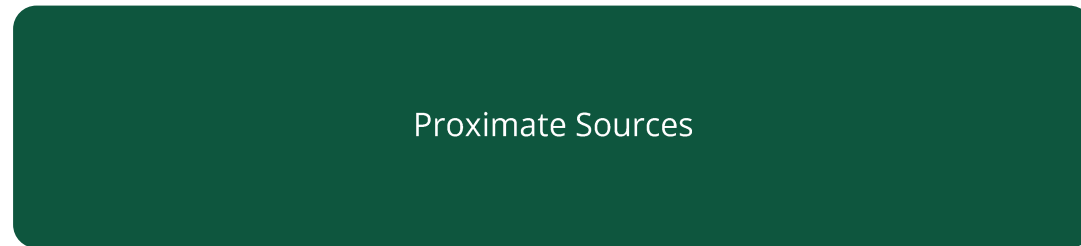
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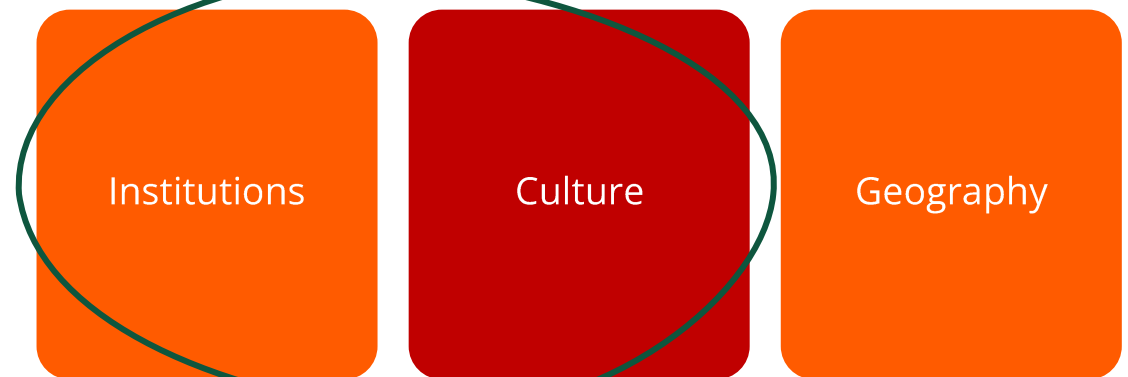
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What is the economy?

Describes economy

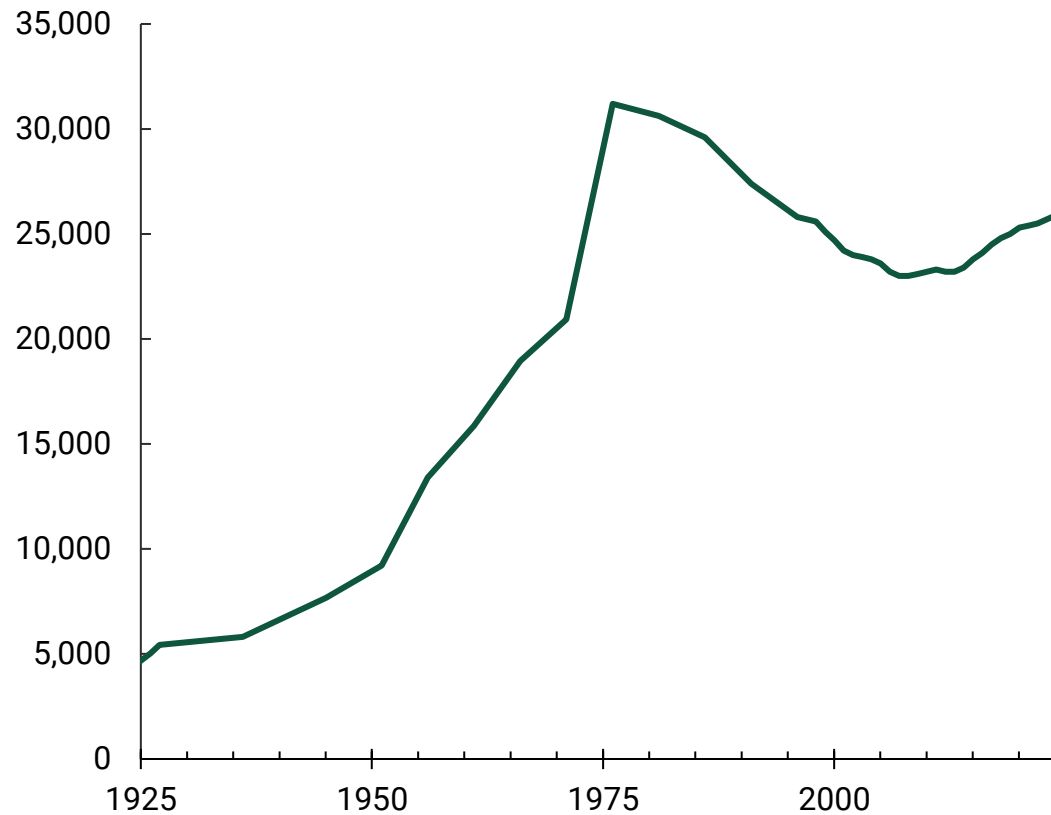


Causes prosperity



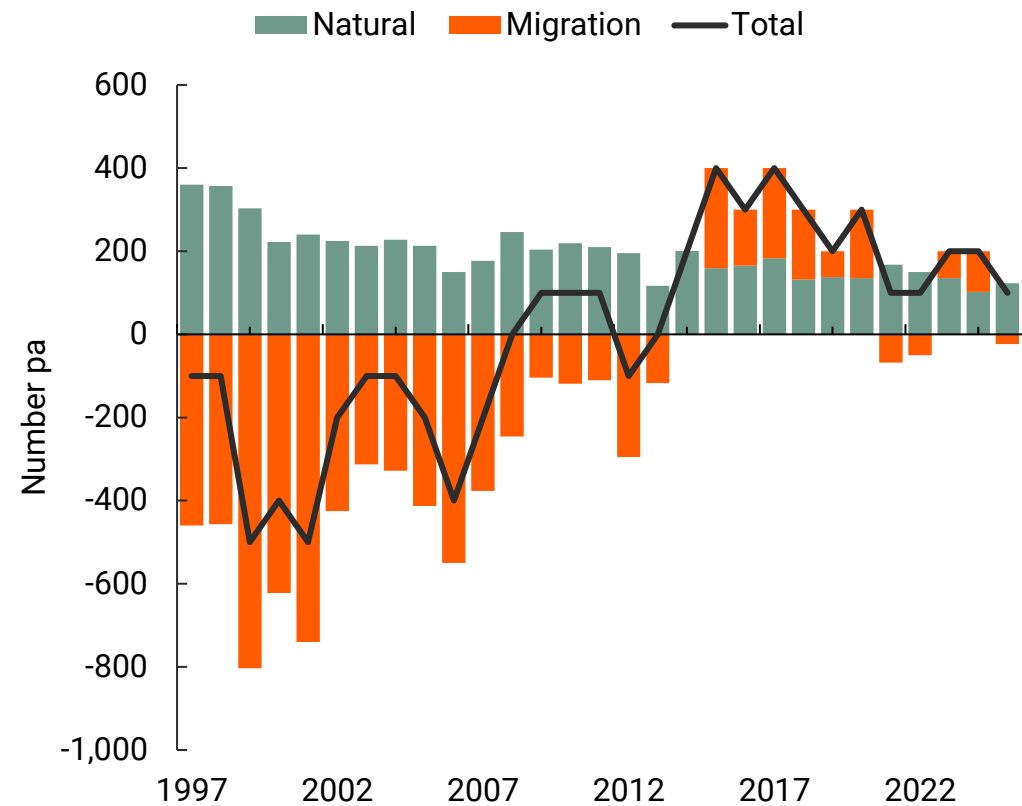
Nothing new for this district

South Waikato Population



Source: Statistics NZ, Simplicity Research Hub

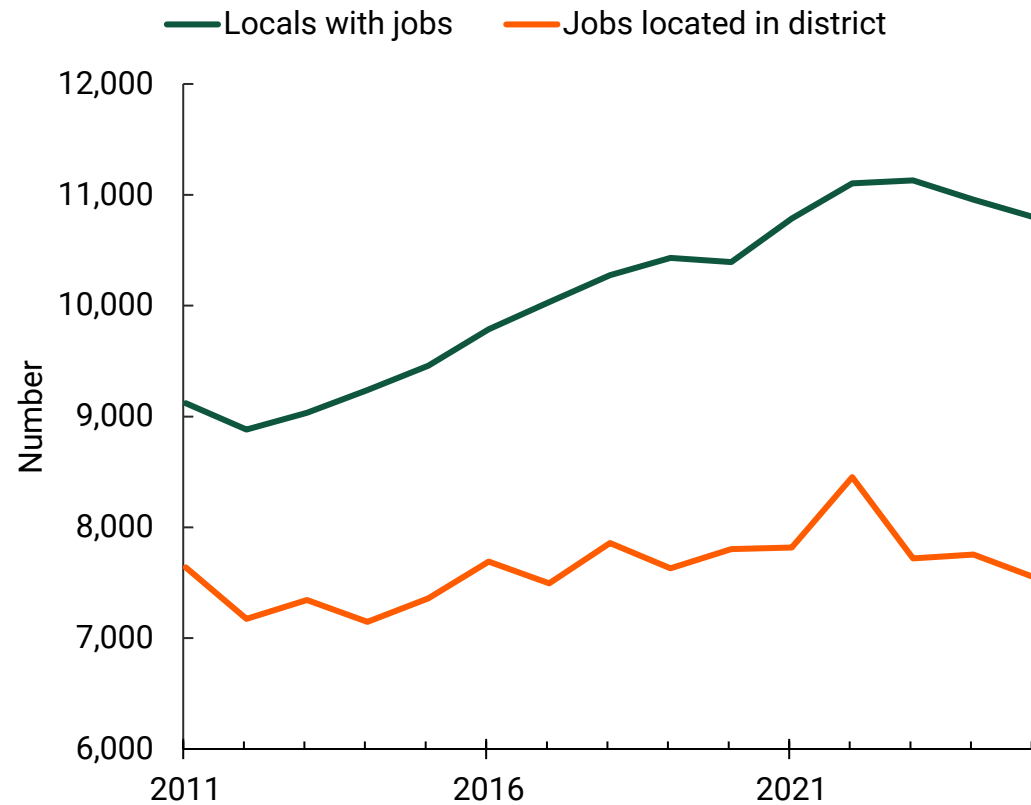
Components of Population Growth



Source: Statistics NZ, Simplicity Research Hub

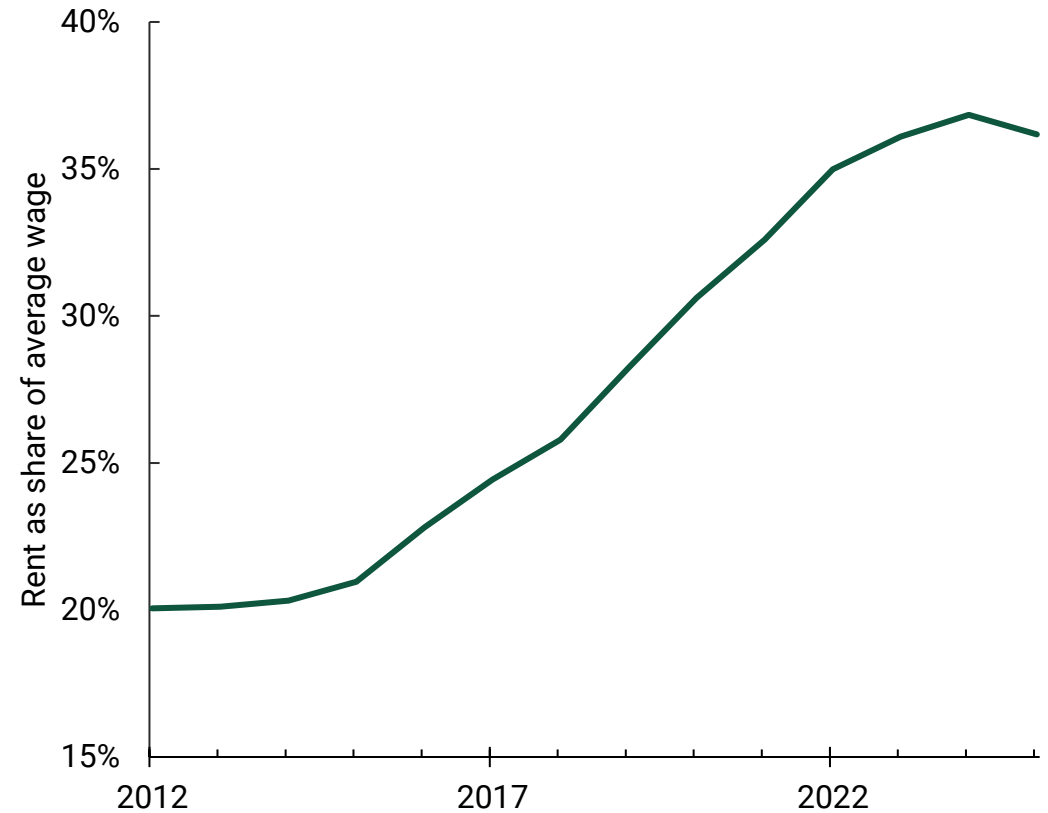
Things can change

South Waikato Employment



Source: Statistics NZ, Simplicity Research Hub

South Waikato Rental Affordability



Source: Statistics NZ, Tenancy Services, Simplicity Research Hub

External forces = critical juncture

Geopolitical
fragmentation

Urbanisation

Technological
disruption

Ageing
population

Fiscal
constraints

Climate

Local symptoms



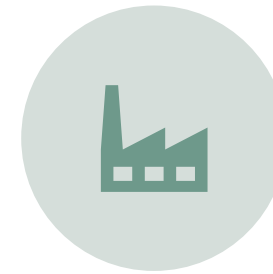
85% LIVE IN HIGH DEPRIVATION



20%+ NEET



43% SCHOOL LEAVERS AT OR BELOW NCEA L1



MANUFACTURING SHOCK

The model for outcomes



TECHNICAL KNOWLEDGE
VS LOCAL DOING



POLITICAL LOSERS
PROBLEM



RELATIONSHIPS AS
OUTCOMES NOT INPUTS

Three moves I can see

01

PROTECT & CULTIVATE LOCAL PRACTICAL KNOWLEDGE

Ageing workforce losing institutional memory, not just labour. Fitters/turners in late 50s–60s.

Create structured mentorship before retirement. Employers prefer one-on-one workplace conversations over workshops – that's *métis* in action.

Pūkenga Rau as physical anchor where practical knowledge accumulates and shares.

02

REWIRE CULTURAL CONFIGURATIONS

South Waikato was built on big employers providing stable intergenerational employment. That configuration is breaking.

Young people wanting to be 'influencers' = cultural signal, not character flaw. Old career narratives aren't connecting.

Culturally embedded pathways (Raukawa's *whakapapa* / *whenua* / wellbeing-centred learning) aren't a diversity add-on – they're a potentially more resilient cultural configuration.

03

BUILD INCLUSIVE LOCAL INSTITUTIONS WITH REAL POWER

Not consultation rights – real decision-making authority, resources, and accountability.

Otorohanga model: IEPs for every student = inclusive local institution in action.

Veros found 'no shared workforce plan, no shared accountability, no shared operating model.'

The binding constraint isn't funding – it's coordination.

More levers than some may see

Influence	Engage	Design	Develop	Resource	Deliver	Control
Advising	Listening	Connecting	Championing	Charging	Nudging	Devolving
Lobbying	Informing	Engaging	Agreeing	Incentivising	Educating	Providing assurance
Agenda setting	Consulting	Analysis	Partnering	Contracting	Building	Licensing
Role modelling	Convening	Forecasting	Planning	Co-funding	Providing	Regulating
Auditing	Collaborating	Modelling	Commissioning	Targeting	Reforming	Intervening
Governing	Negotiating	Testing	Interpreting	Investing	Safeguarding	Enforcing
Publishing	Running elections	Piloting	Drafting	Funding	Preventing	Sanctioning
Scrutinising	Setting standards	Evaluating	Legislating	Recovering	Protecting	Prosecuting

SWIFT as system integrator

SWIFT is not just another funder. It's the only local institution with the legitimacy, resources, intergenerational mandate, and cross-domain reach to play system integrator.

SYSTEM CONVENER

Not deliverer of everything, but the entity with standing to convene, coordinate, and hold accountable across health, education, economy, and housing.

The Scarlatti stocktake maps 10+ organisations investing separately. SWIFT can weave these into a shared operating model.

EVIDENCE-LED, RELATIONSHIP-GROUNDED

SWIFT's strategy says both. These map to the techne-métis balance the research demands.

The risk is privileging one over the other: data without relationships produces plans nobody owns. Relationships without data produces goodwill without direction.

INTERGENERATIONAL TIME HORIZON

Trust structure enables thinking in decades, not funding cycles – precisely what research says is needed for institutional durability.

\$20M+ initial value, \$15.6M distributed. Community-owned. This is the rare institutional asset that can hold the centre.

Reimagining our place



What we do

Programmes
Operations
Research



What works

How we arrange:

- Durable but adaptable institutional arrangements

What it achieves:

- Distributes power
- Foster broad participation
- Responsive to cultural change



Reimagining our why

Holding complexity

Supporting belonging

Enabling people to navigate change **together**.

The question

South Waikato a critical juncture.

- External forces
- Local strengths & weaknesses

Community's response now determines the trajectory for a generation.

- No knight in shining armour
- Use external resources when available

Are local institutions (SWIFT, Council, iwi, schools, employers, etc.)

- coordinated enough,
- empowered enough,
- connected enough?

More in common?





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