



CENTRAL HAWKE'S BAY DISTRICT COUNCIL
NOTICE OF MEETING

Her Worship the Mayor and Councillors,

Notice is hereby given of the following meeting to be held in the Council Chamber, Ruataniwha Street, Waipawa on:

THURSDAY 26 JANUARY 2017

**COMMUNITY DEVELOPMENT
COMMITTEE**

**COMMENCING AT THE CONCLUSION OF THE
ENVIRONMENT AND REGULATORY
COMMITTEE MEETING**

Council Mission Statement:

"The Central Hawke's Bay District Council will be accountable to its citizens for the good management of the public assets of the District and provide open Local Government at minimum economic cost, with the least possible intervention in the private lives of residents."

CENTRAL HAWKE'S BAY DISTRICT COUNCIL

COMMUNITY DEVELOPMENT COMMITTEE

Thursday 26 January 2017

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CENTRAL HAWKE'S BAY DISTRICT COUNCIL

Notice is hereby given that a meeting of the Community Development Committee will be held in the Council Chamber, 32 Ruataniwha Street, Waipawa on **Thursday 26 January 2017** commencing at the conclusion of the Environment and Regulatory Committee meeting.

PRESENT: Councillor K R Annand (Chairman)
Councillors T H Aitken, S M Burne-Field, G A Minehan, I G S Sharp and
Her Worship the Mayor Walker

IN ATTENDANCE: J B Freeman [Chief Executive]
P S McKinley [Land Transport Manager]
T R Cook [Regulatory Services Manager]
B E Way [Utilities Manager]
B M Smith [Chief Financial Officer]
S J Thrush [Technical Services Manager]
D C Moorcock [Corporate Administrator]

Roger C A Maaka [Maori Consultative Committee Representative]

1.0 APOLOGIES

2.0 DECLARATIONS OF CONFLICTS OF INTEREST

Conflicts of interest to be reported for minuting.

3.0 STANDING ORDERS

RECOMMENDATION:

THAT the following standing orders are suspended for the duration of the meeting:

- 20.2 Time limits on speakers
- 20.5 Members may speak only once
- 20.6 Limits on number of speakers

THAT 21.4 Option C under section 21 General procedures for speaking and moving motions be used for the meeting.

Crs _____ / _____

4.0 LOCAL GOVERNMENT ACT COMPLIANCE – PLANNING, DECISION MAKING AND ACCOUNTABILITY

Council is required to make decisions in accordance with the requirements of Part 6 Subpart 1 of the Local Government Act 2002.

RECOMMENDATION:

THAT the Committee has read the reports associated with items 5.0, 6.0, 7.0, 8.0, 9.0 and 10.0 and considers in its discretion under Section 79(1)(a) that sufficient consultation has taken place in addition to the Councillors knowledge of the items to meet the requirements of Section 82(3) in such a manner that it is appropriate for decisions to be made during the course of this meeting.

Crs _____/_____

5.0 COMMUNITY DEVELOPMENT COMMITTEE TERMS OF REFERENCE ADOPTION

Report – Chief Executive

Pages 1 – 4

RECOMMENDATION:

THAT the Terms of Reference for the Community Development Committee be adopted.

The reason for the decision is

That it meets the purpose of local government as stated below.

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

Crs _____/_____

6.0 EASTER SHOP TRADING POLICY

Report – Regulatory Services Manager

Pages 5 – 7

RECOMMENDATION:

THAT the status quo for Easter 2017 be maintained, and develop a draft policy and consult with the community using the Special Consultative Procedure to finalise an Easter Sunday Trading Policy by Easter Sunday (April 1) 2018.

The reason for the decision is

That it meets the purpose of local government as stated below. In particular it enables consideration of amendments made to the Shop Trading Hours Act 1990.

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

Crs _____/_____

7.0 COMMUNITY DEVELOPMENT COMMITTEE POLICY REVIEW SCHEDULE

Report – Chief Executive

Pages 8 – 10

RECOMMENDATION:

THAT the proposed policy review schedule for the Community Development Committee be adopted.

The reason for the decision is

That it meets the purpose of local government as stated below

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

Crs _____ / _____

8.0 REGIONAL ECONOMIC DEVELOPMENT STRATEGY UPDATE

Report – Chief Executive

Pages 11 – 54

RECOMMENDATION:

THAT the Regional Economic Development Strategy update report be received.

The reason for the decision is

That it meets the purpose of local government as stated below

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

Crs _____ / _____

9.0 COMMUNITY DEVELOPMENT UPDATE

Report – Chief Executive

Pages 55 – 60

RECOMMENDATION:

THAT community development update report be received.

The reason for the decision is

That it meets the purpose of local government as stated below

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

Crs _____ / _____

10.0 PUBLIC EXCLUDED BUSINESS

RECOMMENDATION:

THAT in accordance with Section 48(1) of the Local Government Official Information and Meetings Act 1987, the public be excluded from the following part of the proceedings of this meeting.

The general subject of the matter to be considered while the public is excluded; the reason for passing the resolution and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution being as follows:

| Item No | General subject of each matter to be considered | Reason for passing this resolution in relation to each matter | Ground(s) under section 48(1) for the passing of this resolution |
|---------|---|---|--|
| 1 | Kairakau Camp Lease | Good reason to withhold exists under section 7 | Section 48(1)(a) |

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public are as follows:

| Item No | |
|---------|---|
| 1 | Enable the local authority holding the information to carry on, without prejudice or disadvantage, negotiations (Section 7(2)(i)) |

Crs _____ / _____

11.0 DATE OF NEXT MEETING

RECOMMENDATION:

THAT the next meeting of the Finance and Services Committee be held on Thursday 4 May 2017.

Crs _____/_____

12.0 TIME OF CLOSURE

Central Hawke's Bay District Council – Report

TO: Community Development Committee

FROM: Chief Executive

DATE: 26 January 2017

FILE REF: COU1-1411

SUBJECT: **COMMUNITY DEVELOPMENT COMMITTEE TERMS OF REFERENCE ADOPTION**

1.0 SUMMARY

The purpose of this report is to

Obtain a decision from the Committee on adoption of the Community Development Committee Terms of Reference.

2.0 RECOMMENDATION

This report concludes by recommending

THAT the Terms of Reference for the Community Development Committee be adopted.

The reason for the decision is

That it meets the purpose of local government as stated below.

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

3.0 BACKGROUND

After the 2016 triennial elections council decided on a structure that includes several committees of council. Terms of Reference outlining the purpose, specific responsibilities, delegations, membership, power to delegate, chairperson, quorum, frequency of meetings, conduct of affairs and public access and reporting for these committees have been written and are required to be adopted by council.

4.0 ASSESSMENT OF OPTIONS

Option 1

THAT the Terms of Reference for the Community Development Committee be adopted.

5.0 STATUTORY IMPLICATIONS

The recommendation meets all statutory requirements as set out in the Local Government Act 2002 and amendments including Schedule 7.

6.0 STRATEGIC LINKS

- Long Term Plan 2015/2025

Donna Moorcock
Corporate Administrator

| TERMS OF REFERENCE | |
|--------------------|------------------|
| Document # | TOR2 |
| Approved by: | Council |
| Adoption Date: | 23 February 2017 |
| Review Date: | November 2019 |
| Page: | Page 1 of 2 |



COMMUNITY DEVELOPMENT COMMITTEE

PURPOSE

To assist Council to discharge its responsibilities for:

- Preparation and promotion strategies and policies relating to economic and social development
- Policy review and development relevant to community facilities, activities and development

SPECIFIC RESPONSIBILITIES

The Community Development Committee shall have responsibility for:

- Discussion and preparation of Economic Development strategies, plans and policies
- Discussion and preparation of Social Development strategies, plans and policies
- Recommend appropriate draft strategies, plans and policies to council for movement to public consultation
- Recommend appropriate strategies plans and policies to council for approval
- Review of all council projects and activities as they relate to Economic and Social Development strategies, policies and plans

Delegations

The Community Development Committee shall have the following delegated powers and be accountable to Council for the exercising of these powers

- Recommendation of appropriate draft strategies, plans and policies to council

In exercising the delegated powers, the Community Development Committee will operate within:

- policies, plans, standards or guidelines that have been established and approved by Council;
- the overall priorities of Council;
- the needs of the local communities; and
- the approved budgets for the activity.

Membership

The chairperson and members of the Community Development Committee shall be determined by Council.

The Committee shall have the power to co-opt other suitably qualified persons, with interests in special topics, for the duration of the Committee's consideration of those topics. Co-opted members will behave according to standing orders and will not have voting rights.

Power to Delegate

The Community Development Committee may not delegate any of its responsibilities, duties or powers.

Chairperson

The Chairperson is responsible for:

1. The efficient functioning of the Committee;
2. Setting the agenda for Committee meetings in conjunction with the Chief Executive and Mayor; and
3. Ensuring that all members of the Committee receive sufficient timely information to enable them to be effective Committee members
4. Maintaining communication with appropriate Senior Management Staff, with the approval of the Chief Executive

Quorum

The quorum at any meeting of the Committee shall comply with Standing Orders.

Frequency of Meetings

The Committee shall meet **every 12 weeks** or as required.

Conduct of Affairs

The Committee shall conduct its affairs in accordance with the *Local Government Act 2002*, the *Local Government Official Information and Meetings Act 1987*, the *Local Authorities (Members' Interests) Act 1968*, Council's Standing Orders and Code of Conduct.

Public Access and Reporting

Notification of meetings to the public and public access to meetings and information shall comply with Standing Orders, but it should be noted that:

- At any meeting of the Committee at which no resolutions or decisions are made, the provisions of Standing Orders relating to public access do not apply.
- Workshop meetings solely for information and discussions and at which no resolutions or decisions are made may be held in accordance with Standing Orders.
- Extraordinary meetings of the Committee may be held in accordance with Standing Orders.
- The public may be excluded from the whole or part of the proceedings of the meeting and information withheld on one or more of the grounds specified in the Local Government Official Information and Meetings Act 1987 s.48.

The Committee shall record minutes of all its proceedings and present the minutes to the next available Council meeting following the Committee meeting.

Central Hawke's Bay District Council – Report

TO: Community Development Committee

FROM: Regulatory Services Manager

DATE: 26 January 2017

FILE REF: COU1-801

SUBJECT: **EASTER SHOP TRADING POLICY**

1.0 SUMMARY

The purpose of this report is to

Obtain a decision from the Committee on timeframes for the development of a new Easter Sunday Trading Policy.

2.0 RECOMMENDATION

This report concludes by recommending

That the status quo for Easter 2017 be maintained, and develop a draft policy and consult with the community using the Special Consultative Procedure to finalise an Easter Sunday Trading Policy by Easter Sunday (April 1) 2018.

The reason for the decision is

That it meets the purpose of local government as stated below. In particular it enables consideration of amendments made to the Shop Trading Hours Act 1990.

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

3.0 BACKGROUND

The Shop Trading Hours Act 1990 (the Act) was amended in 2016 to enable territorial authorities to decide whether retailers in their districts can open on Easter Sunday.

Under Subpart 1 of Part 2 of the Act, territorial authorities can introduce local policies for shop trading in their district on Easter Sunday. A policy may cover an entire district or be specific to a defined area or areas. When developing a local policy, a territorial authority must consult its community using the special consultative policy.

The change in legislation also recognises that shop employees maintain a right to refuse to work on Easter Sunday. Easter Sunday continues to be a day of significance across New Zealand, and as such the legislation provides employees the ability to refuse to work without any repercussions for their employment relationship.

A local policy cannot control or override shop trading provisions in other legislation, such as defining specific opening hours, liquor licensing provisions, or determining what types of shops may open, neither can a policy override the requirement for businesses to be closed Good Friday, Christmas Day and until 1pm on ANZAC Day.

4.0 ASSESSMENT OF OPTIONS

Option 1

Develop a draft policy and consult with the community using the Special Consultative Procedure to finalise an Easter Sunday Trading Policy by Easter Sunday (April 16) 2017.

Due to the requirement to adhere to the Special Consultative Procedure as defined in the Local Government Act 2002, time constraints may not make it feasible to develop, consult on, undertake hearings and implement an Easter Sunday Trading Policy by Easter Sunday (April 16) 2017.

If a draft policy for public consultation was adopted by Council at its meeting of 23rd February 2016, the Special Consultative Procedure would run through until 6th April. Notification of a hearing, and the hearing of submissions and deliberations by Council are unlikely to be concluded to enable adoption of a policy at a meeting of Council by 13 April 2016.

Option 2

Maintain the status quo for Easter 2017, and develop a draft policy and consult with the community using the Special Consultative Procedure to finalise an Easter Sunday Trading Policy by Easter Sunday (April 1) 2018.

This option enables consultation to be undertaken with business franchises/owners, employers and employees, and the wider community in policy development and implementation as required under the Act, and allows local communities to have the choice of whether or not to allow trading on Easter Sunday.

It ensures that the consultation period and any resulting hearing, deliberations on submissions, and amendments made to a draft policy are not rushed, as Council has time to take all submissions and viewpoints into account.

Option 3

Maintain the status quo and not develop a policy. This option enables Council to maintain the current option still provided for under the Act that prohibits trading on Easter Sunday,

Preferred Option

Option 2 is the preferred option as it provides an avenue for the wider district and associated business employers and employees to participate in consultation to enable Council to be fully informed when determining whether there is a desire to be able to trade on Easter Sunday. Option 2 also ensures that the Special Consultative Procedure is carried out in accordance with legislative requirements and any resulting

policy, or decision not to implement a policy, is unable to be challenged by independent parties.

5.0 STATUTORY IMPLICATIONS

The recommendation meets all statutory requirements as set out in the Local Government Act 2002 Amendment 2012 as well as the Shop Trading Hours Act 1990.

6.0 SIGNIFICANCE AND CONSULTATION

6.1 External

There has been no community engage to date on this issue.

7.0 FINANCIAL

Financial provision has not been made for the development, consultation, and hearing of an Easter Sunday Trading Policy. It is anticipated however that costs incurred can be absorbed within existing budgets.

8.0 STRATEGIC LINKS

- Long Term Plan

9.0 POLICY/DELEGATION REFERENCE

- Shop Trading Hours Act 1990

Te Arohanui Cook
Regulatory Services Manager

Central Hawke's Bay District Council – Report

TO: Community Development Committee

FROM: Chief Executive

DATE: 26 January 2017

FILE REF: COU1-801

SUBJECT: **COMMUNITY DEVELOPMENT COMMITTEE POLICY REVIEW
SCHEDULE**

1.0 SUMMARY

The purpose of this report is to

Obtain a decision from the Committee on the proposed schedule for reviewing the Council policy manual.

2.0 RECOMMENDATION

This report concludes by recommending

THAT the proposed policy review schedule for the Community Development Committee be adopted.

The reason for the decision is

That it meets the purpose of local government as stated below

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

3.0 BACKGROUND

Section 80 of the Local Government Act 2002 requires Local Authorities to identify whether any decision they are about to make is consistent with existing Policies and Plans.

Council has a Policy Manual which is amended from time to time, to allow it to have consistent decisions made.

Council policies can be reviewed and amended at any time (with the exception of policies that are part of the LTP), but must be reviewed at least every three years. Most policies are due for review over the twelve month period following the triennial local government elections.

4.0 ASSESSMENT OF OPTIONS

Option 1

THAT the proposed policy review schedule for the Community Development Committee be adopted.

5.0 STATUTORY IMPLICATIONS

The recommendation meets all statutory requirements as set out in the Local Government Act 2002 Amendment 2012.

6.0 SIGNIFICANCE AND CONSULTATION

5.1 External

5.2 Internal

Managers and staff

7.0 STRATEGIC LINKS

- Annual Plan 2016/2017
- Long Term Plan 2015/2025
- Policy Manual

Donna Moorcock
Corporate Administrator

Policy Review Timeline

| Community Development Committee | | Review Date | Workshop | Committee | Council | Notes |
|---------------------------------|---|-------------|-------------|-------------|--------------|---------------------|
| • 2.5 | Class 4 Gambling and Board Venue Policy | June 2014 | 9 February | 23 March | 6 April | Public consultation |
| • 2.10 | Sale of Liquor Policy | Sept 2014 | 9 February | 23 March | 6 April | Public consultation |
| • 1.11 | Regional Funding for Tourism Funding and Promotion Policy | Feb 2017 | 9 February | 23 March | 6 April | |
| • 1.15 | Voluntary Organisations and Incorporated Societies Policy | March 2017 | 8 March | 23 March | 6 April | |
| • 1.16 | Waipawa Building Society Trust Fund Policy | March 2017 | 8 March | 23 March | 6 April | |
| • 6.1 | Camping Policy | May 2017 | 20 April | 4 May | 18 May | |
| • 6.2 | Cemeteries Policy | May 2017 | 20 April | 4 May | 18 May | |
| • 6.3 | Cultural Policy | May 2017 | 1 June | 14 June | 29 June | |
| • 6.4 | Holding Paddocks Policy | May 2017 | 1 June | 14 June | 29 June | |
| • 6.5 | Indoor Heated Swimming Pool Policy | May 2017 | 1 June | 14 June | 29 June | |
| • 6.6 | Library Policy | May 2017 | 13 July | 27 July | 10 August | |
| • 6.7 | Parks and Reserves Policy | May 2017 | 13 July | 27 July | 10 August | |
| • 1.5 | Community Voluntary Organisation Support Fund Policy | June 2017 | 24 August | 7 September | 21 September | |
| • 6.9 | Retirement Housing Policy | Aug 2017 | 5 October | 18 October | 1 November | |
| • 6.10 | Swimming Pools Policy | Aug 2017 | 5 October | 18 October | 1 November | |
| • 6.11 | District Hall Committees Policy | Aug 2017 | 15 November | 30 November | 14 December | |
| • 6.12 | District Halls Policy | Aug 2017 | 15 November | 30 November | 14 December | |
| • 2.15 | District Licensing Committee Appointment of Members | June 2018 | | | | |
| • 7.6 | Club Rebate Remission Policy | June 2018 | | | | LTP |
| • 7.7 | Community Contribution Remission Policy | June 2018 | | | | LTP |
| • 2.16 | Local Approved Products Policy | Nov 2020 | | | | |

Central Hawke's Bay District Council – Report

TO: Community Development Committee

FROM: Chief Executive

DATE: 26 January 2017

FILE REF: COU1-900

SUBJECT: REGIONAL ECONOMIC DEVELOPMENT STRATEGY UPDATE

1.0 SUMMARY

The purpose of this report is to

Update the Committee on the status of the Regional Economic Development Strategy

2.0 RECOMMENDATION

This report concludes by recommending

THAT the Regional Economic Development Strategy update report be received.

The reason for the decision is

That it meets the purpose of local government as stated below

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

3.0 BACKGROUND

Matarika (Hawke's Bay Regional Economic Development Strategy or REDS) was launched on 27 July 2016. It was the product of a collaboration between Maori, Territorial Local Authorities, central Government and business, and contains 45 actions. Many of these have received a promise of funding support from central Government, but will also rely on local funding. At the launch several specific funded "headline" projects were announced:

- Project 1000
- Roading infrastructure
- Feasibility study for National Aquarium upgrade in Napier
- In all there was Government funding support offered for 22 REDS actions

The strategy was developed by a project team which included CHBDC representation. There was a strong element of community and business engagement with over 100 semi structured interviews, two innovation cafes (ie workshops) and three wananga with Maori communities across Hawke's Bay.

The link to Matariki is: <http://hbreeds.nz/>

The strategy is ambitious – it encompasses the whole region; it embraces social inclusion as well as economic objectives; its vision is very ambitious, including as it does equity objectives; it is Maori engaged, and it involves transforming the ways that councils and others currently deliver economic development services. It sets the bar high for collaboration, and will be measured accordingly.

REDS was formally adopted by CHBDC and by all other councils and by Maori representative groups in late 2016, without councils being committed to funding any specific actions in the Action Plan.

Appointment of Program Manager

A program manager has been appointed to help steer progress on implementing actions in the REDS action plan. Funding for the one year (at least) position comes from the Ministry of Business, Innovation and Employment (MBIE – 50%) and the balance from Hawke's Bay Regional Council and Napier and Hastings councils. The position reports to the REDS Governance Group and is employed through HBRC.

As a consequence, the REDS project team will not have an advisory role but will simply have its members participate in actions implementation.

The program manager, Dr Alister King, commenced work this week.

Consultancy to provide advice on Delivery Model

The REDS Governance Group decided in mid 2016 to seek independent advice on how best to implement the REDS. The Ministry of Business, Innovation and Employment (MBIE) agreed to fund the work.

After considerable delay a consultancy (Martin Jenkins) was selected to advise a sub grouping of the Governance Group on delivery models for REDS. Two important issues for consideration include whether to establish an Economic Development Agency (EDA) for the region and what the role will be of Business Hawke's Bay in the delivery of REDS.

Martin Jenkins was instructed by the REDS Governance Group to include the following matters in its deliberations:

- An appropriate governance structure for REDS;
- A coordinating agency, mechanism or resource to ensure the alignment of existing activities with REDS actions and the coordination of REDS actions;
- A funding model for delivering the Strategy;
- An evaluation framework for both the Matariki partnership and metrics for the delivery of the Action Plan;
- Mechanisms/processes for management of the relationship with the Government and its relevant agencies, which are funding or part funding the delivery of many of the REDS actions currently proposed under the strategy
- A communications strategy;
- Appropriate mechanisms for aligning REDS with other activities of the Hawke's Bay Intersectoral Group and, in particular, its "Lift" Strategy; and
- Protocols for collaboration among agencies involved in delivering economic development programs and services in Hawke's Bay, including but not limited to the delivery of REDS actions.

Martin Jenkins is due to make its recommendations to the Governance Group by early February. Informally, it is likely that three options will be placed before the Governance Group – a networked delivery model with a program manager to coordinate; an MoU model with existing nominated organisations to deliver on individual action items, with support from other organisations as per the action plan; and a transformed Business Hawke's Bay, with broader board representation and more substantial funding.

Two critical issues for CHBDC will be how we can leverage off REDS projects and what our financial contributions should be to REDS projects. The financial model for REDS delivery will be a core part of the consultants' report. It is likely that the collection of a larger regional levy for economic development by HBRC will be a prominent option.

Action Plans/Project Updates

Regular updates are provided to the Government and the REDS Governance Group on progress against actions. These can also be provided to this Committee on a regular basis. Progress has been made in Project 1000, start-ups and incubation, the notion of a Special Economic Zone, infrastructure projects, vocational pathways, digital enablement, business attraction projects, the Napier Aquarium upgrade, and youth tertiary training.

Possible New Governance Group Member

There are a number of business people on the Governance Group, including Justine Kidd from Central Hawke's Bay. In view of Justine's busy schedule, she has been unable to attend Governance group meetings and so there is an opportunity for CHBDC to recruit a new local business representative and make the appropriate recommendation to the Governance Group.

Requests for Proposals (RFPs)

The Government recently called for proposals for the delivery of three programs relevant to REDS actions:

- Founder Services and Accelerator Services (ie incubators);
- Regional Research Institutes;
- Broadband Infrastructure.

It is still to be determined whether regional stakeholders will individually or in partnership submit proposals for these RFPs. There has been no formal REDS discussion of progressing these, although Business Hawke's Bay is in discussions with two potential providers of Founder and Accelerator services.

Summary comments

There has been little progress on implementation since the launching of REDS. Hopefully this will change soon, with the appointment of a program manager and the resolution shortly of the delivery model. There will be opportunities for CHBDC to engage with and benefit from the strategy, and pursuing the best possible outcomes for our district will form a core element of the economic development work of Council, this Committee and of the Economic

Development Adviser. Aligning our local initiatives with REDS will require considerable work but linking and leveraging region wide resources, partnerships and funding opportunities with local ideas and initiatives will be critical to our local efforts as a Council.

Particular opportunities will present themselves in the following REDS actions:

- Focus on government supported and HB TLA supported actions of direct relevance to CHB;
- Low cost/easy to do/high impact in CHB;
- Key opportunities – Project 1000; driver's licences; digital enablement; Maori business growth; agricultural training hub; incubator; accessible business growth services; start-ups; RWSS (\$30k);
- We also need to look beyond Government funded projects.

It is proposed that a regular report be provided to this Committee on progress with REDS implementation.

4.0 ASSESSMENT OF OPTIONS

Option 1

THAT the Regional Economic Development Strategy update report be received.

5.0 STATUTORY IMPLICATIONS

The recommendation meets all statutory requirements as set out in the Local Government Act 2002 Amendment 2012.

8.0 STRATEGIC LINKS

- Long Term Plan,
- Annual Plan

Paul Collits
Economic Development Coordinator

MATARIKI

Hawke's Bay Regional Economic Development Strategy and Action Plan 2016

'Every household and every whānau is actively engaged in, contributing to and benefiting from, a thriving Hawke's Bay economy.'





14

KO TE KAINGA, KO TE
WHĀNAU TE PŪTAKE; HE
TAU-UTUUTU TE HONONGA
KO TE ŌHANGA O TE MATAU
A MĀUI E PAKARI NEI.





MATARIKI – TE WHETU HERI KA

The appearance of Matariki is the sign for future prosperity

The rise of Matariki in mid-June marks the Māori new year: a time for celebration, reflection and planning. If it rises clear and bold, then 'He kai haukai te tau' we expect prosperity in that upcoming year. If it is dim and forgettable, 'He tau nihoroa', a lacklustre year with difficult conditions is in store.

Matariki means three things to this regional economic development strategy. It is its name, its conceptual framework, and the commitment by all partners for robust annual review and refinement. As Matariki has seven stars, the Matariki framework has seven points, each pivotal to maintaining the direction and integrity of the strategy for all the partners and stakeholders. Matariki is also key to ensuring that as a region we orientate ourselves towards the vision: 'Every household and every whānau is actively engaged in, contributing to and benefiting from, a thriving Hawke's Bay economy.'

Matariki Framework for Hawke's Bay Regional Economic Development

Partnership by
co-design

Values and worldview underpinning the strategy and its actions are an expression of co-design, and the implementation and monitoring are an inclusive collaboration. A treaty principle.

Outcomes for every
household and every
whānau

All actions, initiatives and projects in the Action Plan must provide outcomes in line with the vision.

Build our people's
capability

There must be an emphasis on developing our people alongside infrastructure, assets and businesses.

Equality

A treaty principle, this requires reflection on who the intended audience and beneficiaries are, and a commitment to that being inclusive and equitable.

Business Growth
Agenda 2015
He kai kei aku ringa

Our regional actions are designed to be as consistent as possible with both national economic strategies.

Whai rawa

Optimising assets in a full, holistic and sustainable way.



Pōtikitanga

Developing an enterprise mindset. Driving the thinking that goes behind business growth.

Ā-ROHE, Ā-KĀNOHI

A regional strategy making the most of Hawke's Bay and its people

This document sets out the Matariki  Hawke's Bay Regional Economic Development Strategy and Action Plan 2016 (REDS). We want this strategy to play a real part in economic growth in our region by offering practical guidance to councils, businesses, iwi, hapū, and other organisations and agencies.

Some of the strategy is about practical things that we can  or must  do to help growth. We have a lot of things going for us, and we have to make the most of them. Other parts of it are about the things we have to stop doing, whether it's conflicting interpretation of regulations or needless negativity, because they are getting in the way of growth. We have to be honest about the areas where we're holding people back, and deal to them. Both bits are important.

He toa takitini – A strategy developed in partnership

We're very proud that this strategy is, for the  first time, a truly regional strategy, and that it has been designed in partnership, as aspired for in the principles of Te Tiriti o Waitangi. The strategy recognises the overarching frameworks of the Business Growth Agenda (2015) and its six growth areas and the Māori Economic Development Advisory Board's He Kai Kei Aku Ringa (2012) with its six goals.

This strategy involves the public sector at all levels and the private sector of all sizes. Māori partners were represented by Te Kāhui Ōhanga o Takitimu - a collective of Ngāti Kahungunu Iwi and Hapū post treaty settlement groups committed to driving economic development in Hawke's Bay. The strategy is focused on building from the whānau level to generate a healthier, wealthier, more inclusive and fulfilled population. It will only work if we all commit to supporting it and holding accountable the people who agree to deliver their parts of the process.

We need to acknowledge that numerous private, non-governmental and public organisations are already involved with economic development delivery in Hawke's Bay. If we are to achieve higher levels of economic performance and whānau success, their continued involvement in a way that recognises the role of each contributor is vital. So progressive networking between the different contributing organisations will be crucial.

He aronga whānui: he whakamana i te tangata – A strategy that diversifies and empowers

With this strategy, we want to make the most of Hawke's Bay's competitive advantages. We're looking to diversify the economic base of the region. We want to create lasting jobs for our people and to use our resources in a sustainable way.

To do these things, the strategy needs to be clear and succinct, and describe an approach that is workable and collaborative. That way we hope it will encourage buy-in from stakeholders and be something that our region's councils, businesses, iwi, hapū, and other organisations and agencies will use and embrace.

Nā wai, mā wai? – Who worked on the strategy?

A project management team worked on the strategy. They were guided by a governance group that included the Chief Executives of the local and regional councils and representatives from leading private sector, iwi, hapū, educational and health organisations in the region.

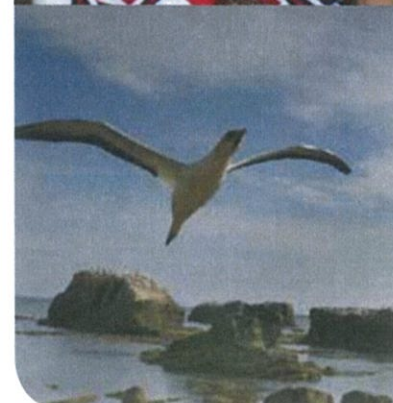
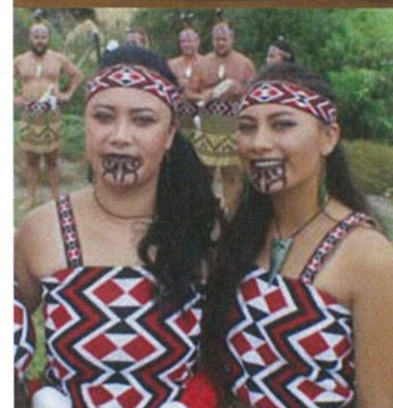
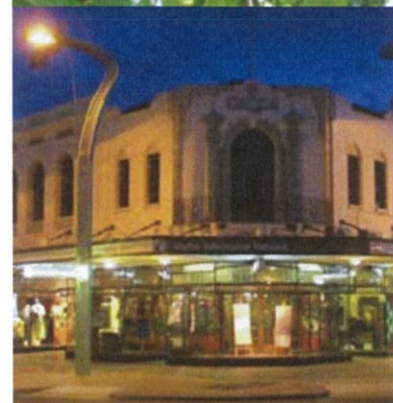
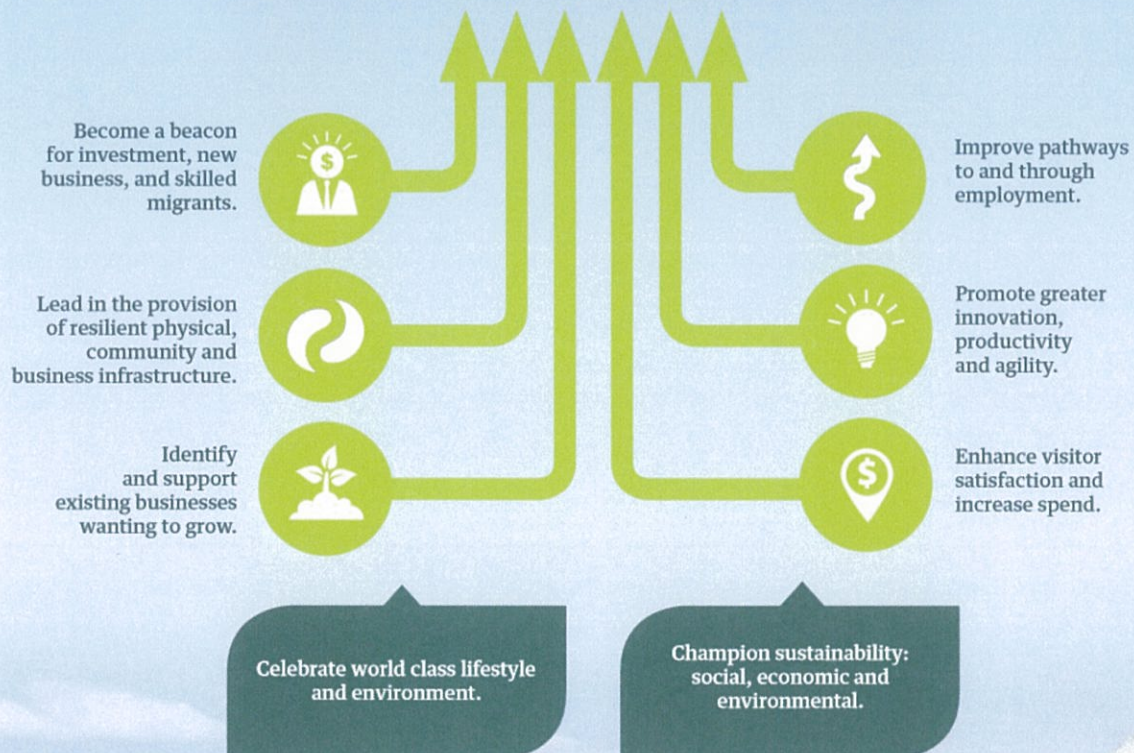


Figure 1: Hawke's Bay Economic Development Framework

MATARIKI - HAWKE'S BAY REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2016

Every Household and Every Whānau is Actively Engaged in, Contributing to and Benefiting from, a *Thriving Hawke's Bay Economy*.

Hawke's Bay will be NZ's most innovative region, the leading exporter of premium primary produce, and a hub for business growth.





OUR VISION:

Every household and every whānau is actively engaged in, contributing to and benefiting from, a thriving Hawke's Bay economy.

We will do this by making Hawke's Bay NZ's most innovative region, the leading exporter of premium primary produce, and a hub for business growth.

Strategic directions

- Improve pathways to and through employment
- Identify and support existing businesses wanting to grow
- Promote greater innovation, productivity and agility
- Become a beacon for investment, new business, and skilled migrants
- Lead in the provision of resilient physical, community, and business infrastructure
- Enhance visitor satisfaction and increase spend

The above strategic directions will be viewed through the lens of 'enabling whānau success' and will collectively require coordinated execution at a regional level.

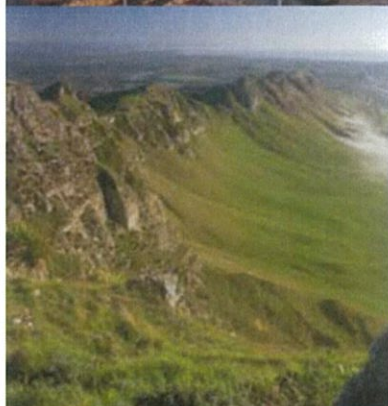
Goals

- To increase the median household income above the national median, for equitable growth
- To accelerate job growth, in particular to create 5000 net jobs in five years
- To raise to the top quartile of New Zealand regions in regional economic growth and sustain that position long-term

Objectives

- To have a Hawke's Bay-led, government-supported, investment in infrastructure
- To deliver consistent interpretation and communication of rules and regulations to improve the efficiency of regulatory processes across local government within the region
- To establish an enduring private/public economic development delivery model
- To leverage the region's natural advantages to optimise the export value of agribusiness and food and beverage manufacturing, further enhancing the premium positioning and value-add of Hawke's Bay produce
- To build upon and sustainably manage visitor growth
- To foster and support entrepreneurship
- To grow Māori participation in, and benefit from, economic development





THE CONTEXT: THE HAWKE'S BAY ECONOMIC DEVELOPMENT FRAMEWORK

Figure 1 (page 6) shows the strategic economic development framework. The goal of building a more valuable and sustainable export-led economy through diversification is underpinned by six cross-cutting themes that are designed to enhance the economic prosperity of the region. The framework also recognises the region's world-class lifestyle, its environment and the importance of sustainability.

THE CONTEXT: OVERVIEW OF OUR REGION

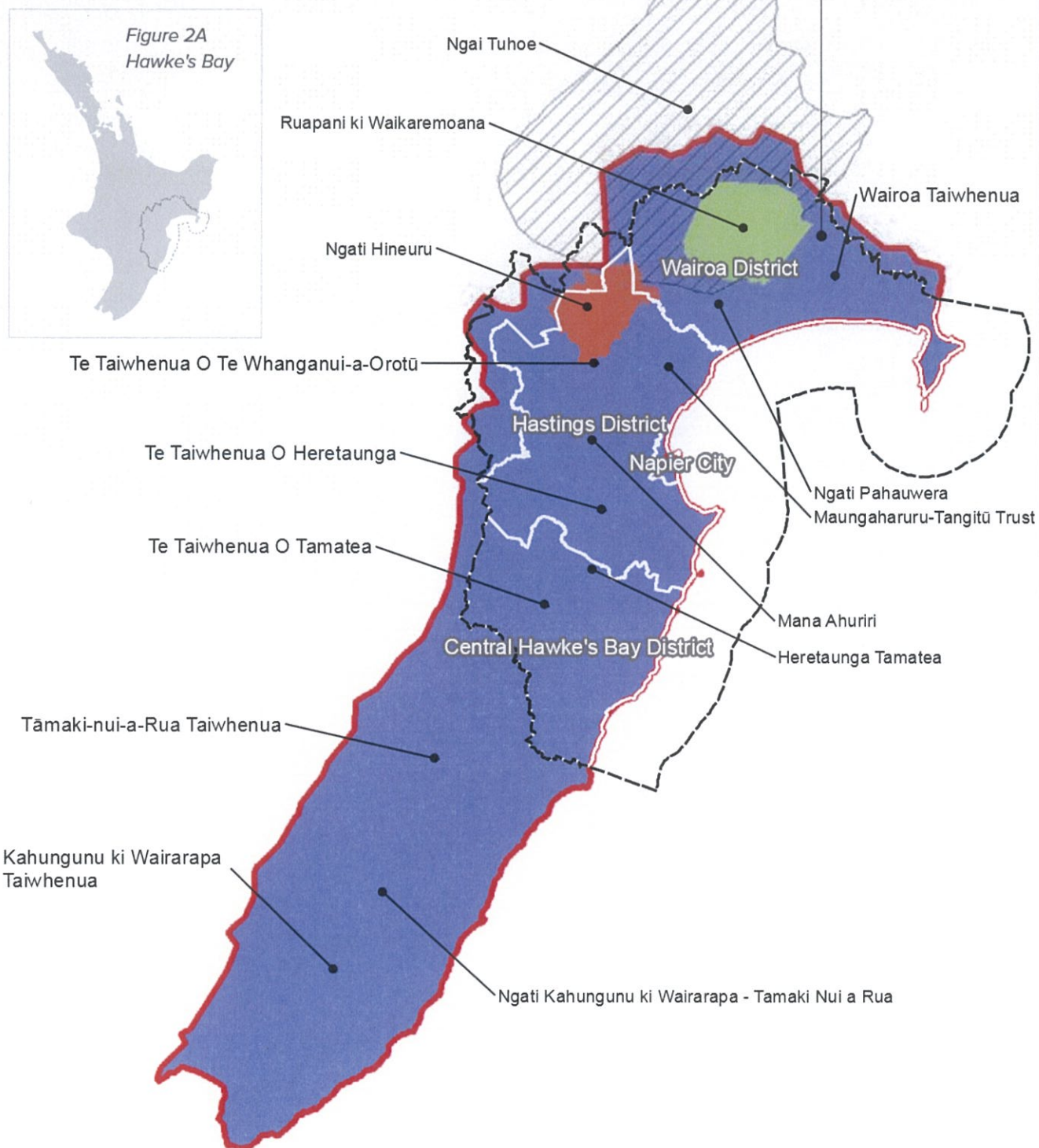
Hawke's Bay is a relatively specialised regional economy with a small, but stable, population. Economic growth is gathering pace. We have a lot of things happening. We still have much to do particularly for our high-needs communities and our children: a third of our children are growing up in poverty and nearly half of Māori under 15 are living in households that depend on benefits. It is critical that opportunities and benefits of a thriving Hawke's Bay economy be accessed equitably.

Our consultation process for preparing this strategy revealed a regional economy that is expanding and poised to expand further. But we also observed growing constraints and pressures that need urgent attention. The region has a good foundation. As well, potential developments are on the way that, if carried out, are likely to lead to major new opportunities. We also found evidence of rapidly emerging new business activity in a range of service sectors.

The Matariki Hawke's Bay Regional Economic Development Strategy and Action Plan 2016 applies to the geographical areas of Central Hawke's Bay District, Hastings District, Napier City, Wairoa District and small parts of Rangitikei District and Taupō District. The boundary coincides with the Hawke's Bay Regional Council (see Figure 2A). The area of focus for Te Kāhui Ōhanga o Takitimu includes Hawke's Bay, but goes beyond its boundaries, spanning the full length of the Ngāti Kahungunu rohe Mai Paritū ki Turakirae, from North of Te Mahia to Southern Wairarapa and linking to other Takitimu waka iwi and into the Pacific. The map provides locations of the different Kahungunu entities, including post treaty settlement groups and taiwhenua (Figure 2). [1]



Figure 2 Geographical Context for the
Matariki – Hawke's Bay Regional Economic
Development Strategy and Action Plan 2016



DATA FROM: Information obtained from the Hawke's Bay Regional Council's Geographic Information Systems Database.

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OUR STRATEGIC DIRECTIONS

In the rest of this document we enlarge on each of the strategic directions for the Matariki Hawke's Bay Regional Economic Development Strategy and Action Plan 2016:

- Improve pathways to and through employment
- Identify and support existing businesses wanting to grow
- Promote greater innovation, productivity and agility
- Become a beacon for investment, new business, and skilled migrants
- Lead in the provision of resilient physical, community, and business infrastructure
- Enhance visitor satisfaction and increase spend

ACTION PLAN DEFINITIONS:

'Lead' The agency held accountable for, and the delivery of, the action.

'Partner' Enabler through co-design, participation in, and support of, the implementation of the action.

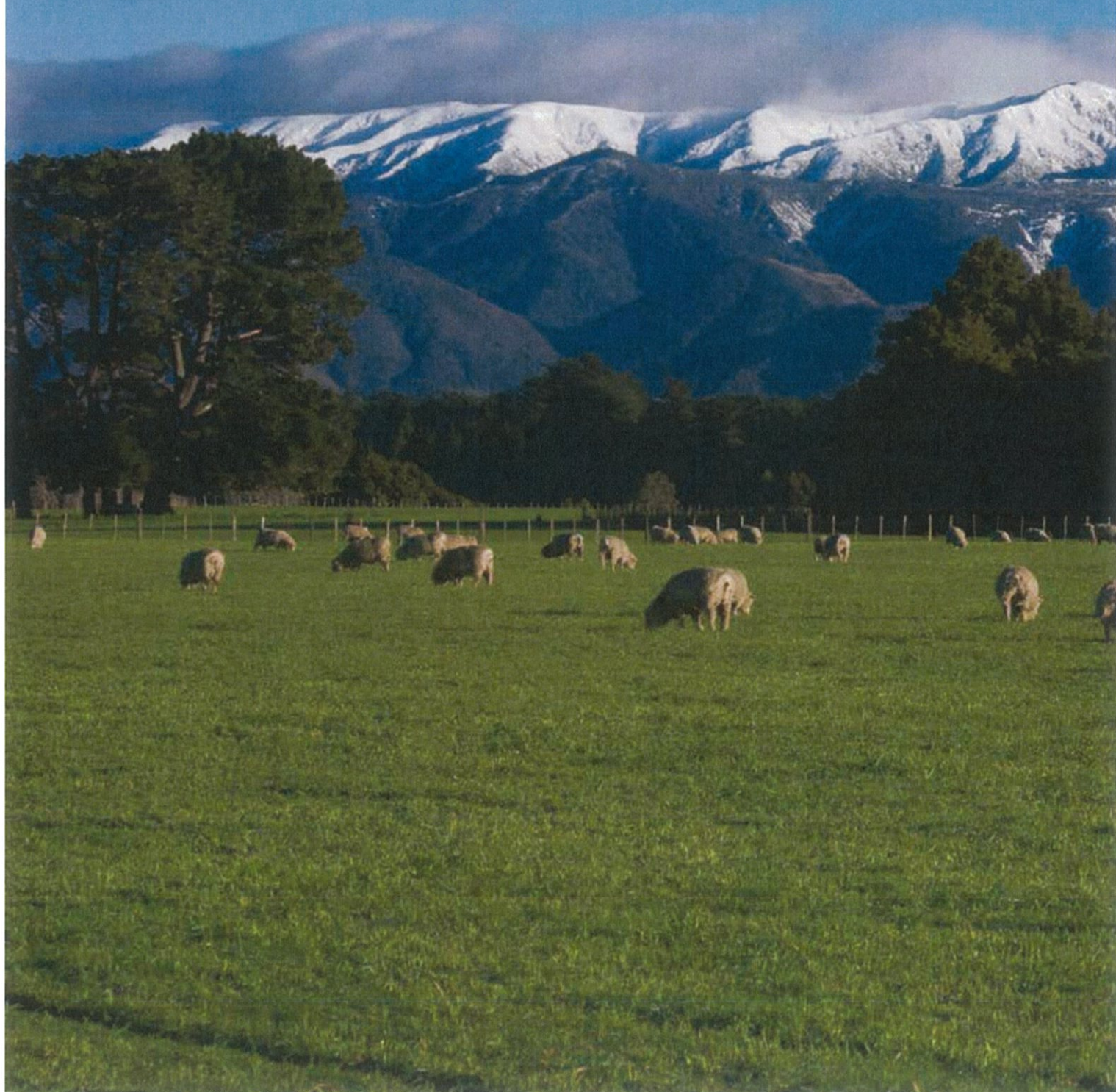
| Abbreviation | Full Title |
|--------------|---|
| BHB | Business Hawke's Bay |
| Callaghan | Callaghan Innovation |
| CHBDC | Central Hawkes Bay District Council |
| Councils | Local Territorial Authorities for Central Hawke's Bay, Hastings, Napier and Wairoa together with Hawke's Bay Regional Council |
| EIT | Eastern Institute of Technology |
| HBDHB | Hawke's Bay District Health Board |
| HBRC | Hawke's Bay Regional Council |
| HBT | Hawke's Bay Tourism |
| HDC | Hastings District Council |
| MBIE | Ministry of Business, Innovation and Employment |
| MPI | Ministry for Primary Industries |
| MSD | Ministry of Social Development |
| NCC | Napier City Council |
| NGO | Non-governmental organisation |
| NZTA | New Zealand Transport Agency |

| | |
|------|----------------------------------|
| NZTE | New Zealand Trade and Enterprise |
| TEOs | Tertiary Education Organisations |
| TKO | Te Kāhui Ōhanga |
| TPK | Te Puni Kōkiri |
| WDC | Wairoa District Council |

| 1. Strategic Framework | | | |
|-----------------------------|---|-----------------------|---|
| Work Area | Actions | Lead Agency | Key Partners |
| 1. Areas of Strategic Focus | 1.1 Undertake a stocktake of the organisations involved in economic development in the region and recommend the regional economic development delivery model to give effect to this strategy. | REDS Governance Group | Councils, HBT, BHB, Iwi, Hapū, Government Agencies |
| | 1.2 Investigate a business case to Government for Hawke's Bay to leverage a sustainable competitive differentiation for long-term advantage | HDC | Councils, BHB, Iwi, Hapū, Government Agencies, Private sector |
| | 1.3 Develop research capability to support the work and provide the evidence base for REDS implementation | NCC | Councils, Waikato University |
| | 1.4 Develop measures for monitoring the potential impact and ultimate success of the strategy against the vision, and the principles of the Treaty of Waitangi | REDS Project Team | Councils, BHB, Iwi, Hapū, Government Agencies, Private sector |



WE WILL ACHIEVE OUR VISION BY MAKING
HAWKE'S BAY THE MOST INNOVATIVE REGION
IN NEW ZEALAND, THE LEADING EXPORTER
OF PREMIUM PRIMARY PRODUCE, AND A HUB
FOR BUSINESS GROWTH.







ARA-RAU, HAUKŪ-NUI, HĀRO-O-TE-KĀHU

Improve pathways to and through employment

We know that access to ongoing, regular paid employment is a significant driver of improved health and wellbeing for households and whānau, and that it reduces crime and violence. Creating and enhancing pathways into employment is not a 'nice to have' for Hawke's Bay – it's a 'must have'. Regionally we must take action to minimise any potentially negative effects of external economic changes.

'Pathways to and through employment' is a strategy that can contribute to developing local resilience. By creating an empowered, more highly skilled and option-rich Hawke's Bay population, we will be better equipped to deal with both future employment needs and changing market dynamics. To do this, we need to build clear pathways into, and subsequently through, employment.

We know that employment opportunities exist across all sectors currently and we need to be more creative to ensure that they are captured by local people. Globally and nationally we've had a history of shifting markets and changing economic policies that are outside our direct control but have had a significant impact on households and on whānau. Forestry, freezing works, and farming in particular have gone through fluctuations that have affected local people's ability to be self-determining and financially stable.

The lower-skilled and unskilled workers are the most vulnerable through such market upheavals, which emphasises the importance of education and training as a critical part of the pathway to sustainable employment. We also have a local dependency on seasonal labour – 30% of which is currently filled by imported labour – because we struggle to match available labour supply with work opportunities.

On top of this, the world is continuing to change at an increasing pace, driven by advances in technology and global connectedness, and we need to give our people the skills and knowledge to help them navigate this uncertainty.

NGĀ HUARAHI WHAI RAWA – PATHWAYS TO EMPLOYMENT

When we refer to 'pathways to employment', we mean the need to train people to be work-ready, who can then be matched with 'employee-ready employers'. We're also talking about creating a skilled and resilient population that is equipped to thrive in an uncertain future.

Training, the first of these pathways, will require industry to lead and government agencies, schools, Eastern Institute of Technology (EIT) and other tertiary providers to respond in a coordinated way. A coordinated response to training will lead to an effective 'supply chain' that has benefits for all involved – but most importantly, for the person seeking employment.

How we incentivise and appropriately align these pathways will require changes in practice and government policy. We need to be prepared to build a defensible case for policy change and lobby to achieve it. We need to make sure that all pathways are supported by a youth-targeted programme to lift aspirations and help young people to see training as something normal. We also recognise the critical role of the household in making this programme successful.



By doing this, we will capture a greater proportion of the student cohort and reduce attrition. Furthermore, by fostering a 'business creation' mindset in the region's classrooms, homes and workplaces, we will encourage greater productivity and utilisation and further support business growth. Bridging the equality divide in the region must be central to all attempts to drive economic development.

Much is already happening in this space, particularly in tackling those youth 'Not in Education, Employment or Training' (NEET). Programmes supported by the Ministry of Social Development (MSD) are delivered by Wairoa College (The Wairoa Young Achievers Trust), Te Kupenga Hauora [Te] Ahuriri, Te Taiwhenua o Heretaunga and Central Health Limited. Youth Futures, which is supported by the Local Authorities and MSD, is also active. Project 1000 is a new initiative that will link local people on benefits to 1000 new jobs over 3 years. Government agencies will work closely with employers and training providers to support those people into employment opportunities in key growth areas such as horticulture, viticulture, manufacturing and improved alignment of local infrastructure projects. This is a significant step towards achievement of the strategy's aspirational goal to create 5000 net jobs in five years.



We need to focus on greater regional coordination of activities by the different agencies involved. We need to focus on all people, including younger and older age groups. A region-wide assessment of all NEET providers is planned; this should be expanded to include all who should benefit from such support.

NGĀ HUARAHI WHAI RAWA – PATHWAYS THROUGH EMPLOYMENT

When we talk about 'pathways through employment' we are talking about the need to foster a spirit of lifelong learning across our collective workforce, and to lift the capability of local businesses to support such an approach. To do this, we need to work closely with local businesses to understand the current issues that block local people from progressing through their careers. We also need to work with EIT and others to clarify the options available for improvement.

The Hawke's Bay District Health Board (HBDHB) is the region's largest single employer and a leader in using employment to address inequity. Their Turuki programme is about improving the capacity and capability of Māori in the workforce and improving the cultural competence of the whole organisation. Their target is to increase Māori in the HBDHB workforce by 10 percent a year. The focus is not only on recruitment [it's] also about developing and retaining staff.

Employees must also play their part, bringing a positive attitude to work and a great work ethic. Employers are looking for the basics: turning up for work each working day on time and having pride in your work.





| 2. Improve pathways to and through employment | | | |
|---|--|---------------------|---|
| Work Area | Actions | Lead Agency | Key Partners |
| 2. Improve pathways to and through employment | 2.1 Project 1000: This project will link local people on benefits to 1000 new jobs over 3 years. The jobs would come from across all industries but would be mainly in the horticulture, viticulture, and manufacturing sectors, and through improved alignment of local infrastructure projects. The jobs will be a mix of casual, permanent full-time and part-time positions. | MSD | Councils, Iwi, Hapū, BHB, Government Agencies, Napier Port, HBDHB |
| | 2.2 Ensure that all major infrastructure development projects (ref action 3.0) are required to consult with and optimise employment opportunities for local people - contributes to Project 1000 | MSD | Councils, Iwi, Hapū, Government Agencies, Napier Port, HBDHB |
| | 2.3 Build on existing and create new school - industry - tertiary partnerships to develop vocational pathways for all Hawke's Bay students - contributes to Project 1000 | MoE | Councils, Iwi, Hapū, EIT, TEOs, Private sector |
| Enablers | 2.4 Increase the number of youth with drivers licenses (especially in areas outside of the main urban centres where access is restricted) to ensure more youth are eligible for employment - contributes to Project 1000 | MSD | Councils, Iwi, Hapū, NZTA |
| | 2.5 Engage rangatahi in regional economic development (including Māori and regional economic development forums) so they increase their participation to the regional economy - contributes to Project 1000 | REDS project team | Councils, Iwi, Hapū |
| | 2.6 Conduct a regional mapping project to identify what is happening in the provision of education and employment opportunities for youth | Youth Futures Trust | Iwi, Hapū, Government Agencies, NGOs |

| | | | |
|----------|---|-----------|---|
| Enablers | 2.7 Extend the regional mapping project to other age groups | Councils | Iwi, Hapū, NGOs |
| | 2.8 Investigate the feasibility of a joint venture agricultural training hub in Hawke's Bay to maximise opportunities for the local workforce to access employment in agriculture - contributes to Project 1000 | MPI | Iwi, Hapū, EIT, TEOs, Private sector |
| | 2.9 Explore, design and deliver a future-focussed programme, including digital enablement and internet-based technologies to develop a resilient population who can thrive in an uncertain future - contributes to Project 1000 | MBIE | Iwi, Hapū |
| | 2.10 Undertake Agriculture and Horticulture feasibility studies to invest in Māori business growth, job creation and workforce development - contributes to Project 1000 | Iwi, Hapū | Councils, BHB, MPI, TPK, Private Partnerships |



TO BUILD HOUSEHOLD AND
WHĀNAU JOBS AND PROSPERITY,
IT'S CRITICAL THAT WE FIND MORE
GROWTH ENTERPRISES, SUPPORT
THEM BETTER, ENCOURAGE THEM
TO GROW FASTER AND HELP THEM
TO SUSTAIN THEIR GROWTH.







WHAIRAWA

Identify and support existing businesses
wanting to grow

'High growth' businesses represent by far the greatest source of opportunity for regional jobs growth and higher median incomes. High growth businesses sustain their investment through innovation and continuous improvement. These businesses maintain steady growth over some years, either continuously or in stages. They have both the capability and the commitment to grow.

Identifying and supporting growing businesses is the so-called 'sweet spot' of economic development and the approach that is most likely able to deliver the employment outcomes we all desire.

We got the very clear message from participants engaged in the REDS process that the region needs to give priority to 'growing our own'. It's already happening across the region. Here's what we found through the interview process:

- Hawke's Bay has many high-growth firms
- They are located in all sectors
- They are growing especially in the 'business to business' (B2B) or outsourcing economy, which typically uses digital platforms to achieve new growth and scale quickly
- The normal path to growth is by acquiring customers all over New Zealand.

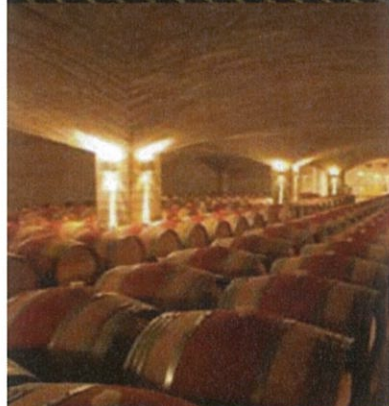
To build household and whānau jobs and prosperity, it's critical that we find more growth enterprises, support them better, encourage them to grow faster and help them to sustain their growth. Encouraging growth among Hawke's Bay enterprises is so important because of the realities of the present economy:

- Many young people are leaving and not returning, contributing to Hawke's Bay's ageing demographic profile
- Large and old firms worldwide are shedding jobs and Hawke's Bay shows the same trends
- Larger cities will continue to dominate, and dominate in new ways while competition between regions will increase
- Disruption of existing businesses and business models is now a fact of life, and is accelerating. Competition is global.

No region is immune from these trends; and these trends are not reversible. The good news is that start-ups and high growth firms can be created anywhere, and in any sector.

Research on high-growth firms has established the following:

- While being a small proportion of all firms, high-growth firms create the greatest number of jobs



- High-growth enterprises are often under the radar, invisible to economic development agencies
- Key problems for high growth firms are: finding the right talent that can grow with the firm, securing non-debt capital to fund expansion, managing and growing capacity, implementing effective cost accounting practices, replicating successful geographic expansion
- Almost all high-growth firms face these same basic challenges, regardless of the firm's industry or location
- CEOs think they are alone in their struggles and have very few places to turn for peer advice or assistance
- Their biggest problem is the lack of supervisory and management talent.

This and other research will guide our new regional approaches. We are sure that encouraging more high growth businesses will give Hawke's Bay the greatest return on investments in regional development, and will lead to the greatest chance of creating more good jobs for household and whānau prosperity. We have got to do what we can to encourage growth.

WHANAKETANGA – BUILDING ON WHAT WE ALREADY DO

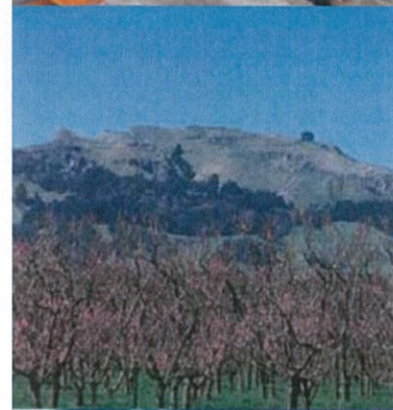
Hawke's Bay has numerous existing programmes and activities that encourage enterprise growth. However, we can do more to support local businesses that employ local staff.

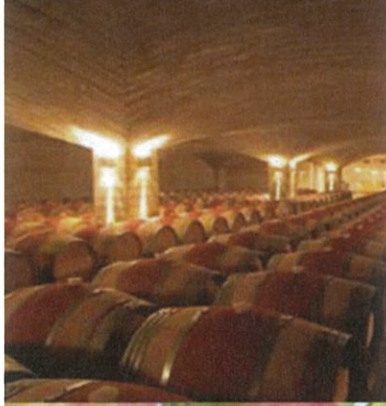
One pioneering proposal is to get the key funders of significant capital projects (the councils, the District Health Board, Napier Port, and central government) to coordinate their projects over the next decade, and share the proposed programme with the local construction industry, EIT, ITOs and schools. This will mean that local companies can have the best chance to bid for the work, and employment opportunities are optimised for our people. Given that up to an estimated one billion dollars of capital spend is forecast for the next ten years, this exciting initiative will have a significant impact on employment prospects and career-development opportunities for the Hawke's Bay.

We will also work to foster a favourable local environment for business. We will especially find new ways of supporting those 'solopreneurs', who operate innovatively but at small scale, by encouraging networks and the outsourcing of core functions where these can be shown to make room for innovation.

The development of Business Hawke's Bay, and in particular the Hawke's Bay Business Hub, has created better access to services for businesses through a one-stop-shop model. The Hawke's Bay Business Hub has exceeded expectations with the co-location of multiple agencies involved in 'unleashing business potential' with client numbers increasing. It provides a shared space for collaboration. Just as with any venture, it is a process of continuous improvement and one of the opportunities lies in strengthening connections with Māori-led businesses that are also seeking to grow.

Other successful programmes and business advisory services have achieved considerable success, growing firm profits, increasing employment, and improvement in the capacity of management to drive growth. These include, for example:





- High Performance Work Initiative & Better by Lean (Callaghan Innovation)
- Regional Business Partners
- Private collaborative partners
- New Zealand Trade and Enterprise
- Te Puni Kōiri
- The cluster of expertise located at Hawke's Bay Business Hub to support the growth of food and beverage businesses
- Business Mentors
- Institute of Directors
- Business Awards

MAHI TAHI – HARMONISING THE WAY LOCAL AUTHORITIES APPROACH REGULATION

We need to find ways to standardise the approach taken to regulation across all the Councils in Hawke's Bay where practical and allowed by legislation. The way applicants and councils approach regulation has a big effect on the quality of experience for users in areas such as consenting and compliance monitoring.

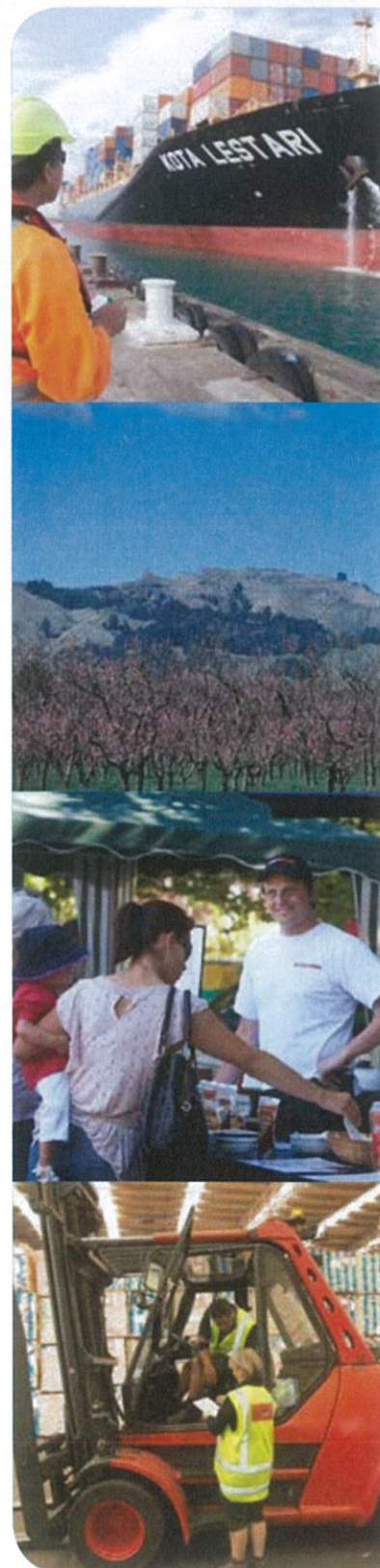
Businesses consulted have told us that the requirement to make multiple applications for regulatory approvals to different local authorities can be time consuming, lead to project delays and add to the cost of doing business. Concerns have also been raised about the differing interpretations of legislation or approaches to regulating the same activity in different planning documents between the various councils.

Any new business setting up or expanding is likely to come across the requirements to comply with one or more pieces of legislation. For example, this could be through altering an existing building or building something new, in which case they need to comply with the Building Act (BA). Other laws also need to be complied with, such as the Sale and Supply of Alcohol Act, the Food Act for food preparation, Regional and District Plans formed under the Resource Management Act or the Hazardous Substances and New Organisms Act. Not all these pieces of legislation are administered by local councils, but the majority of them are.

Councils need to ensure that adequate industrial, commercial and residential land, as well as resilient network infrastructure, is provided for future generations. Councils are engaged in regional initiatives such as the Heretaunga Plains Urban Development Strategy and other Regional and District planning processes.

We need to foster a regulatory culture in our local authorities that is pragmatic and proportionate, and focused on outcomes, not process. We aspire to have user-friendly planning and consenting processes by applying and interpreting legal requirements consistently.

| 3. Identify and support existing businesses wanting to grow | | | |
|--|--|-------------|---|
| Work Area | Actions | Lead Agency | Key Partners |
| 3. Identify and support existing businesses wanting to grow | 3.1 Establish a coordinated approach to major infrastructure development projects over the next decade, and partner with industry and education sector to optimise local business growth | NCC | Councils, HBDHB, Napier Port, Construction Industry, Education Sector, MSD, Te Kāhui Ōhanga |
| | 3.2 Explore the establishment of an incubator for small businesses incorporating a business accelerator programme linked to existing and potential new co-working spaces | BHB, NCC | Councils, Iwi, Hapū, Private Sector, Callaghan |
| | 3.3 Establish accessible business growth services to firms across the Region | TPK, BHB | Councils, Iwi, Hapū, TPK |
| Enablers | 3.4 Identify start-ups and high growth firms and identify barriers to growth and local capability | BHB | Regional Business Partners |
| | 3.5 Explore an annual Hawke's Bay Investor Summit to target investor markets to attract embeddable investment in Hawke's Bay | BHB, NZTE | Iwi, Hapū, Councils |
| | 3.6 Support the coordinated development of existing and emerging Māori business leadership to maintain and grow participation in the regional economy | Iwi, Hapū | Councils, TPK, Private Sector |





TĀNE-WHAKAPIRIPIRI

Lead in the provision of resilient physical, community, and business infrastructure

Significant investment lies ahead for the region. We need to deal with the consequences of historic patterns of development. Some of these have degraded environmental values and made us vulnerable to a changing climate and sea-level rise. We need some new infrastructure too, with opportunities to improve resilience and create new businesses and employment. At the same time it will make the region more attractive to visitors by both enhancing the visitor experience and supporting our region's export brand.

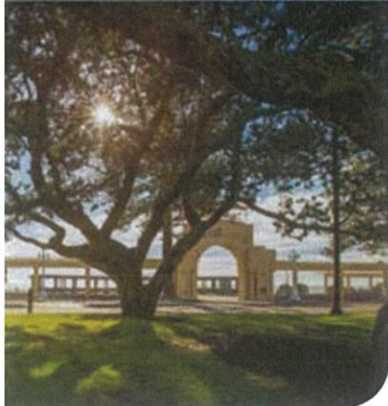
LAND TRANSPORT

The Governance Group has assisted, in collaboration with the Regional Transport Committee and the Gisborne Governance Group, in identifying key road transport infrastructure priorities for the region, and has been liaising with the Government on this critical matter. Given our significant reliance on primary production, efficient transport of goods from the field to production facilities, and then to Napier Port and the wider North Island is seen as key to growing and maintaining the prosperity of Hawke's Bay business, and therefore the region as a whole.

We are working with central Government to develop an action plan for the Gisborne and Hawke's Bay regions. Both the Hawke's Bay and Gisborne Governance Groups agree that the first priority for the region is State Highway 2 between Opoitiki and Napier and related access routes to Napier Port. The road link, in its current form, is a major impediment to economic development in the region. The East Coast Regional Economic Potential Study (2014) identifies this road as a key priority.

There is also an opportunity to improve the connections between Wairoa and Napier/Hastings and Gisborne. Forestry forecasts show that tonnages from the Wairoa area alone would result in an almost fourfold increase to the current tonnage. Increased tonnage would further stretch and expose the existing route vulnerabilities, which are in the Napier Port catchment. The route is important because of the range of products that are being transported in and out of Wairoa and the northern part of Hastings District. It will improve access to vital services and any upgrades will improve the safety of the route as well as access to smaller rural communities.

Aside from the SH2 improvements, other improvement initiatives are the Napier Port Access project and improvements to State Highway 38. The Napier Port Access project is a key regional initiative and this work is recognised in part by the programme business case being funded directly from Crown Funds. The programme business case provides a number of projects designed to ensure safe and strong freight connections exist to service current and future needs of traffic moving to and from Napier Port. The delivery of the initiatives coming from this plan will be critical to the future movement of freight and the surrounding communities.



Sealing State Highway 38 through to Lake Waikaremoana will open up this key natural asset and improve the safety of tourists travelling to the lake. It is noted that the Bay of Plenty is proposing the sealing of their end of SH38. An increased project to seal the full route between Wairoa and Rotorua would further enhance the tourism potential along this full route and provide some increased resilience between the East Coast and the Central North Island.

As outlined in the Hawke's Bay Transport Investment Priorities document completed and forwarded to ministers earlier this year, weight restrictions on bridges and increasing truck sizes (particularly HPMV) will restrict access to some pivotal routes. Without focus, monitoring, and funding applied to improving the bridges those restrictions will impact on economic development.

TE HONONGA MATIHIKO – DIGITAL CONNECTIVITY

The digital economy is a critical component of the regional economic development strategy. We aim to create a safe, smart and connected region and to be a 'digital corridor' for our residents, businesses and visitors.

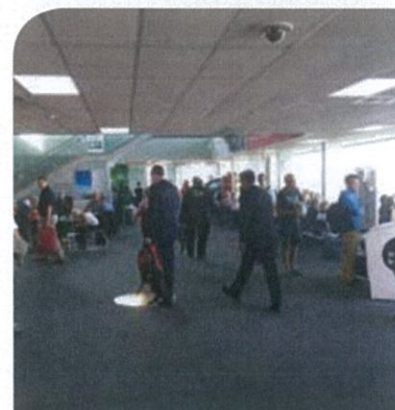
We'll be considering five initiatives:

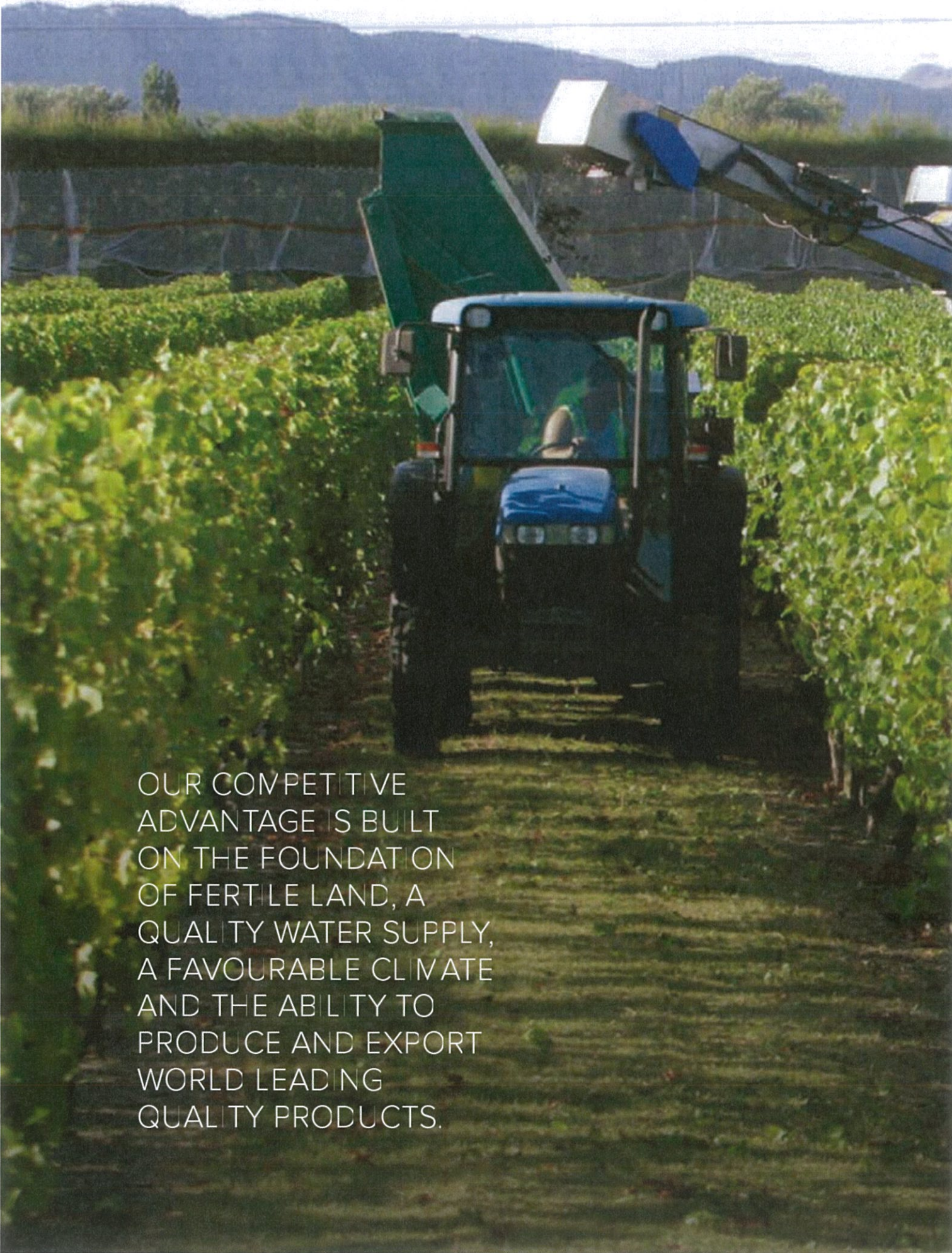
- Broadband infrastructure enhancement across the region with particular wi-fi nodes for all key community and tourism assets, including freedom camping areas, main road rest areas, community centres and halls, marae, council premises and tourism attractions such as cycle ways, using fixed radio broadband solutions
- Research into emerging digital technologies, new business models and opportunities for new collaborations in the region
- Community Connect programme to build digital skills and capacity across disparate regional communities, so as to open up digital possibilities to those currently denied reasonable access to fast and reliable broadband and 4G coverage
- Community resilience communications network designed to withstand adverse conditions and natural disasters that will serve the community and regional civil defence in times of emergency
- Employment Connect programme to connect our young people to jobs and to skills enhancement opportunities, using mobile applications and networks

Through these projects we want not just to enable access but to grow demand for broadband in the community. We also want to cultivate our growing digital skills base to create a platform for new start-ups and high-growth companies.

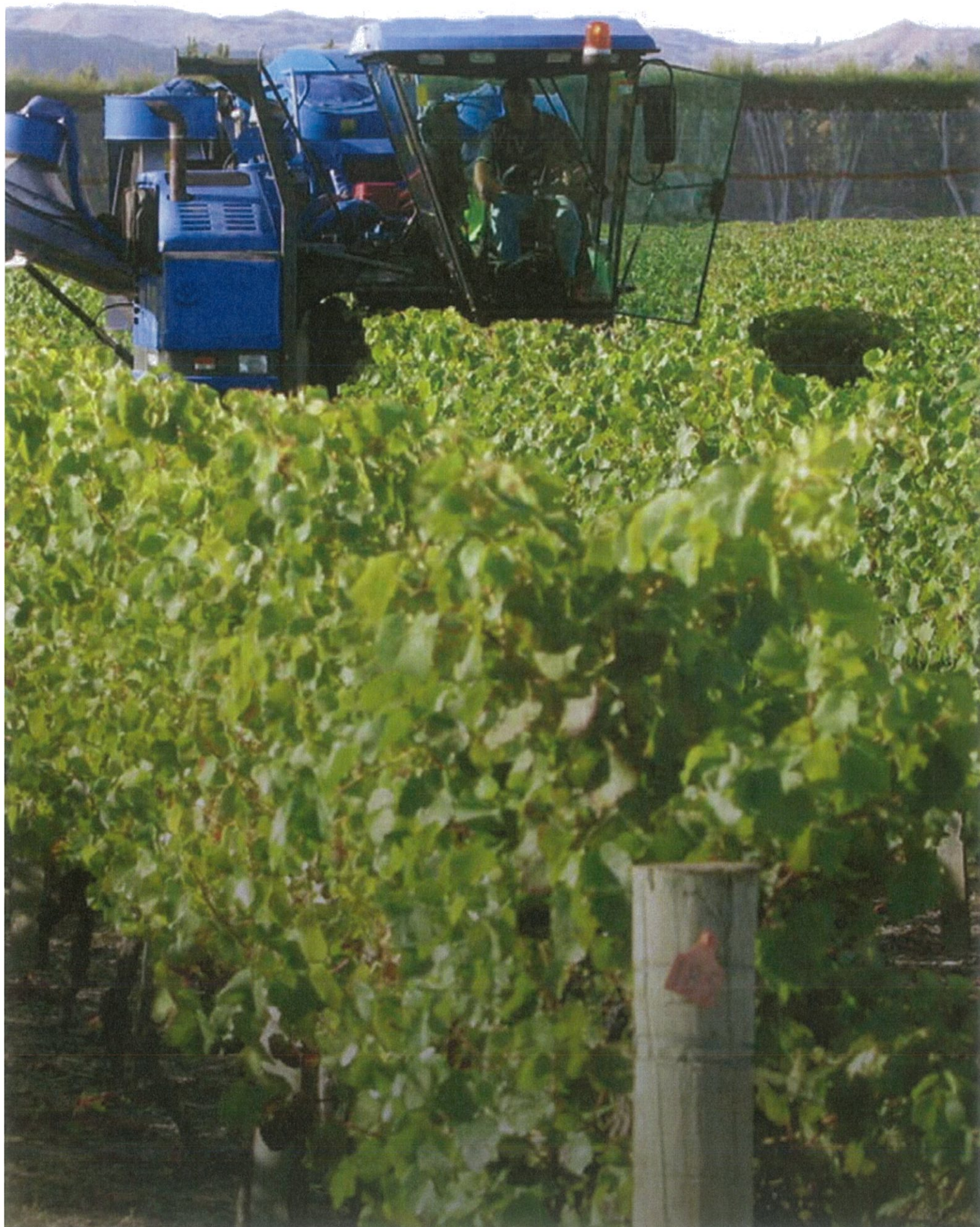
Broadband access issues are complex and vary considerably across the region. We need infrastructure and programs that will enable all our communities, localities and businesses to access the opportunities provided by connectivity.

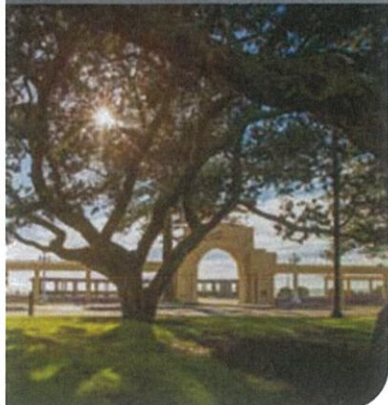
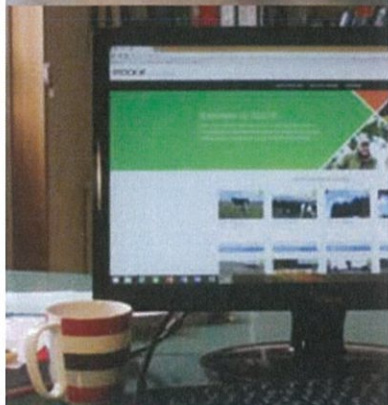
Better broadband is already coming to Hawke's Bay through existing programmes and technologies. But not all areas are getting the benefits. And not all groups, businesses and communities realise just how transformative broadband is. We want to accelerate the process and in doing so to transform Hawke's Bay into a connected and networked twenty-first century economy and community.



A blue tractor with a green hopper attachment is driving through a vineyard. The tractor is positioned in the center of the frame, moving towards the viewer. The vineyard rows are lush green and extend into the background. In the distance, there are mountains and a body of water under a clear sky. The text is overlaid on the bottom left of the image.

OUR COMPETITIVE
ADVANTAGE IS BUILT
ON THE FOUNDATION
OF FERTILE LAND, A
QUALITY WATER SUPPLY,
A FAVOURABLE CLIMATE
AND THE ABILITY TO
PRODUCE AND EXPORT
WORLD LEADING
QUALITY PRODUCTS.





WAI ORA – WATER STORAGE AND ENVIRONMENTAL ENHANCEMENT

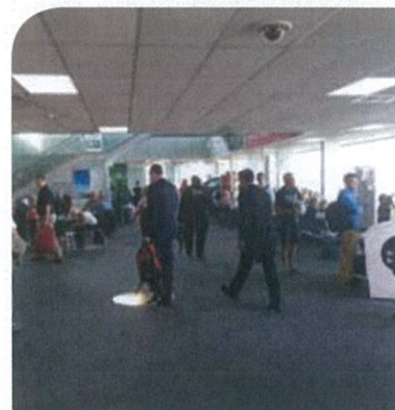
The Ruataniwha Water Storage Scheme (RWSS) is proposed to be operational in 2019 and full irrigation uptake of 26,000-27,000ha is currently considered achievable. The initial impacts of the project occur during construction and will continue over the entire period of farm conversion. It is estimated this phase will generate 5,400 job-years of work and increase GDP by \$490m. These impacts are anticipated to be spread over 12 years, but three quarters of the effects are estimated to occur in the first three years. Once the scheme is operating at full capacity, an annual GDP increase is estimated at \$380 million with potentially an extra 3,580 ongoing jobs for the region.

In addition to the RWSS, further opportunities exist for water storage in other catchments including Wairoa and Ngaruroro. These possibilities can help build on the momentum, skills, jobs and associated industries of RWSS to maximise the value the region derives from its freshwater resources.

Wetland enhancement projects, such as at Waitangi and Peka Peka, and cycle ways on flood control infrastructure, are examples of new visitor experiences arising from environmental management. By carefully managing the environmental effects of increased use of our land and water resources, we can have win-win for both the economy and the environment.



| 4. Lead in the provision of resilient physical, community and business infrastructure | | | |
|--|---|------------------------------|---|
| Work Area | Actions | Lead Agency | Key Partners |
| 4. Lead in the provision of resilient physical, community and business infrastructure | 4.1 Improve access to the Port of Napier to increase regional economic performance | Regional Transport Committee | HBRC, Napier Port, NZTA |
| | 4.2 Support the timely implementation of the key strategic initiatives in the Regional Land Transport Plan. | Regional Transport Committee | Councils, Iwi, Hapū, NZTA |
| | 4.2.1 Support the combined approach with Tairāwhiti to achieve significant upgrades to SH2 between Napier and Opoitiki | Regional Transport Committee | Councils, Iwi, Hapū, NZTA |
| | 4.3 Accelerate the deployment of Ultra Fast Broadband throughout the Region, in particular to rural communities and marae | Councils | Iwi, Hapū, MBIE |
| | 4.4 Ensure regional and district plans take a coherent and consistent approach to regulating common activities | Councils | Private Sector |
| | 4.5 Investigate a common approach to consenting and regulatory approval | Councils | Private Sector |
| | 4.6 Identify land available to support new business growth by liaising with councils | Councils | Iwi, Hapū, Private Sector |
| Enablers | 4.7 Explore opportunities arising from water storage schemes should they proceed, in order to promote increased regional productivity | HBRC | Councils, Iwi, Hapū, Private Sector, EIT, MPI |





PŌTİKITANGA

Promote greater innovation, productivity and agility

We want to create more higher-value jobs through innovation, as good jobs will provide prosperity to our households and whānau. Innovation, agility and productivity are three key drivers of business success that we can influence in a globally connected and technology-enabled world. These success factors along with a commitment and drive to improving social determinant factors in the region will allow for a sustainable and exciting economy.

Pōtikitanga is the inherent value that comes from Māui Tikitiki a Taranga and his risk-embracing and adventurous exploits. Māori business growth in the Hawke's Bay has a growing number of success stories and is an area of immense potential with the right support. Preliminary consultation with whānau across the region highlighted this opportunity and its commercial potential.

We'll see more jobs created if our existing enterprises grow and new enterprises start up. This strategy reviews how we currently help our enterprises to prosper, and in particular whether we can do things better, differently or with greater resources.

To prosper, businesses must continue to meet market demand. They must drive value into their products and services, optimise their pricing, establish good relationships with customers and their supply chain partners, and make sure they focus on continuous improvement. A common saying is that business leaders need to work 'on' their businesses as well as 'in' their businesses. Support services are available to help.

Innovation will also be critical for many of our businesses to meet community and market expectations for their environmental performance. We need to ensure we are using our precious natural resources most productively and in doing so getting 'more from less'. The agility of our businesses to adapt in the face of global change is critical to long-term economic and social resilience.

INNOVATION

Innovation is central to regional economic performance. It drives start-ups and high-growth firms and is critical for business to thrive. That is why nurturing innovation is so important to this strategy and why many of our planned actions will support innovation in Hawke's Bay.

Innovation is about 'marketable ideas' and about doing things better than anyone else. The sources of innovation are wide and varied. Innovation is not just the creation of patents, and is not just research and development, but includes the development of new products, processes, services, markets and business models. Our traditional strengths in premium primary production have been driven by innovation. Local firms right across the economy are now innovating in such diverse areas as robotics, new varieties of produce, business to business services, high tech and design.

Our task is to support the process of validating, developing and commercialising innovation.



PRODUCTIVITY

Productivity means improvement. It means working smarter, increasing output, and getting the best out of our people and natural resources. Productivity is not just profitability, but increasing productivity will help drive returns to the business.

We see significant potential to lift the productivity of Hawke's Bay businesses and other institutions. Encouraging businesses to do things smarter is central to this strategy and to the prosperity of the region. A good local example is pipfruit. New Zealand produces on average 64 tonnes per hectare with a goal to increase this production to 160 tonnes per hectare. Our nearest competitor is Chile on 42 tonnes. This productivity gain has been achieved while maintaining world-leading quality standards.

The New Zealand apple industry is the leading apple industry in the world, a position achieved through innovation in new varieties, in on-orchard growing practices, in post-harvest technologies, and in sophisticated international marketing practices.

However, as we grow the local economy, we need to make sure that we do nothing that increases the biosecurity risk to the local primary sector.


AGILITY

Agility is the capacity of firms to change course in response to changing market conditions. Agility requires a keen knowledge of markets, strategic sense, the capacity to work 'on' the business as well as 'in' the business and the courage to pivot towards new opportunities.

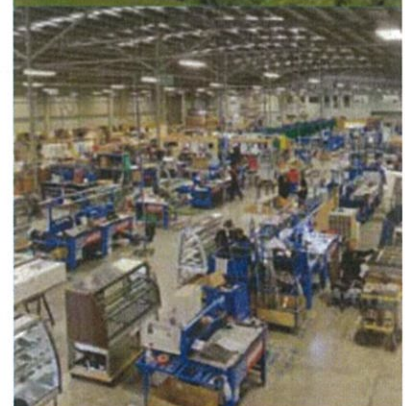
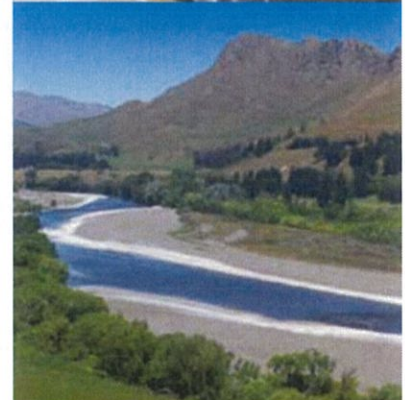
We aspire to support the development of 'agile' firms capable of operating in new or expanded markets, of adopting new technologies and changing their business as markets fail, prices collapse, customer preferences change, new competitors emerge, their businesses are disrupted, and so on.

IMPROVING WHAT WE DO ALREADY

The region is well served with programmes that aim to enhance productivity. Examples of current initiatives include:

- High Performance Work Initiative (HPWI)
- Callaghan Innovation  The Better by Lean/Innovation Readiness approach
- Regional Business Partners Programme
- Chamber of Commerce
- Private sector-driven business services.

Our challenge is to do more and better, to eliminate duplication, to close gaps, to meet market demand and to do so cost-effectively. Our strategic intent as a region must be to help firms drive business improvements through:





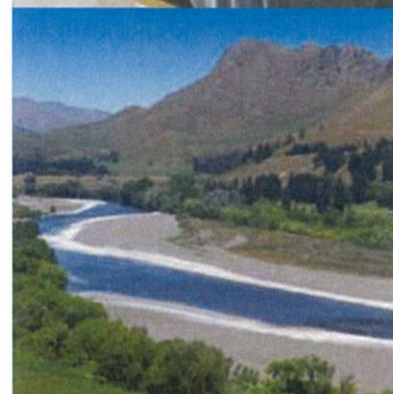
- The wider marketing of our existing resources and programs
- Increased resources in areas where this is needed, to match the greater demand that will grow as a result of our greater marketing efforts
- Greater linking and leveraging of existing tools
- Introducing new programmes where needed
- Embedding a technology focus in our programmes
- Using existing tools in new ways or in new areas
- Stretching eligibility and making programs generally more flexible
- Making sure the cost to businesses of productivity, innovation readiness and other enhancement programmes is something they can afford, especially for start-ups.

We could do more to further drive innovation, productivity and agility. For example, the start-up ecosystem needs much more effort and resourcing. We lack a business incubation system and business accelerator programmes for start-ups, and we plan to develop these for the region.

Government itself has an opportunity to be more innovative in how it supports industries and businesses. For example, in the trade policy area, such as opening market opportunities for NZ goods and services, much more could be gained by agencies such as MFAT, MPI and NZTE working more collaboratively and strategically with each other and with industries.

| 5. Promote greater innovation, productivity and agility | | | |
|---|---|-------------|--|
| Work Area | Actions | Lead Agency | Key Partners |
| 5. Promote greater innovation, productivity and agility | 5.1 Work in partnership with Iwi and Hapū to identify and support commercial opportunities and to support the innovative and entrepreneurial capacity of Māori | TKO | Councils, Iwi, Hapū, BHB, TPK, MBIE, MPI, Private Sector |
| | 5.2 Establish a Regional Research Facility to provide an evidence-base and support decision-making to optimise regional assets through innovation-led productivity growth | BHB | Councils, Iwi, Hapū, Private Sector |
| | 5.3 Support the expansion of the National Aquarium, including the development of marine research, to create high-skilled science-based employment | NCC | Councils, Universities, Private Sector |

| | | | |
|-----------------|--|-----------|--|
| | 5.4 Work with primary producers to ensure productivity gains deliver the improved environmental performance required for freshwater reform | HBRC | MPI, Private Sector |
| | 5.5 Support natural resource users to identify and proactively manage business risks and opportunities arising from a changing climate | HBRC | MPI, Private Sector |
| Enablers | 5.6 Ensure sustained funding for productivity and innovation development programmes to meet the needs of businesses in Hawke's Bay | Callaghan | Iwi, Hapū, BHB, MBIE, Private Sector |
| | 5.7 Promote greater business agility and connectivity through better use of digital technology | BHB | Councils, Iwi, Hapū, NZTE, Private Sector |
| | 5.8 Research the Hawke's Bay productivity gap so that causes can be identified and enable better targeting of support services | MBIE | Iwi, Hapū, BHB, EIT, Productivity Commission, Private Sector |
| | 5.9 Conduct a regional natural-capital stocktake of primary sectoral productivity potential. | HBRC | Iwi, Hapū, MPI, Private Sector |





MATANGI RAU

Become a beacon for investment, new business, and skilled migrants

Attracting new resources to Hawke's Bay will be an important stimulant of economic growth in the region.

The benefits of attracting firms, investment and migrants to Hawke's Bay are:

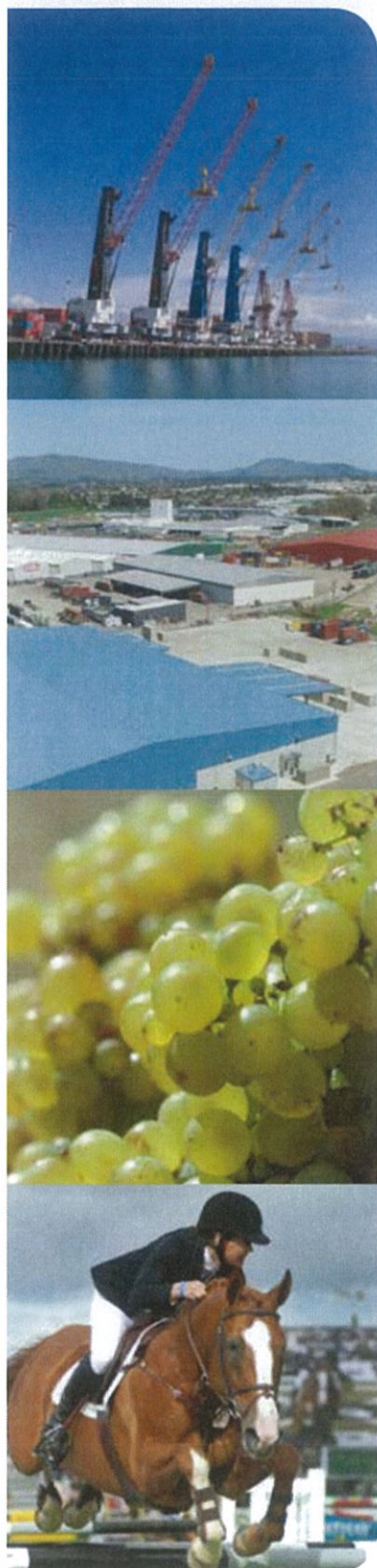
- new jobs
- new links and expanded networks
- ideas for new market/product development
- new skills
- new capital investment
- enhancement of supply chains
- diversification of the productive base adding to sustainability.

Resources invested will range from financial capital from external investors looking for opportunities, to businesses seeking to capitalise on the natural and competitive advantages the region has to offer, through to people attracted by the lifestyle and opportunities offered to their families.

The region excels in, and is world-renowned for, its quality food production. Our exports account for 52.5% of the region's GDP compared to 30.7% for total New Zealand. Tangible evidence of the value of Hawke's Bay to the nation's export-driven economy. Our competitive advantage is built on the foundation of fertile land, a quality water supply, a favourable climate and the ability to produce and export world leading quality products. Maintaining the quality of the natural resource base on which the region depends will be essential to attracting investment and securing the social license for businesses to grow value from the resource base.

Opportunities already exist for external investors to forge partnerships with local businesses looking to grow or by creating standalone new business ventures. As a region, we are looking to attract entrepreneurs who will maximise production throughout the value chain from primary production to the final packaged product, and then to further capitalise through their global value chains.

In addition to primary production, Hawke's Bay also has a thriving knowledge economy. The primary sector is a natural conduit for furthering applied agri-science research from the laboratory to practical application throughout the primary industry value chain. Our region is also the home for niche technology businesses, with high tech an expanding sector attracting entrepreneurs with the quality lifestyle and the work life balance offered.



Our economic diversity is aided by a strong business services sector. Low operating costs relative to the large cities and a quality labour supply are proving attractive for businesses establishing or relocating to Hawke's Bay to conduct business services. Well-connected communications, transport links, and low property costs add to the reasons for establishing business in Hawke's Bay.

The Hawke's Bay economy is on the upturn and the region is currently one of New Zealand's strongest performing economies. New Zealand and overseas investors are recognising the business opportunities this momentum is creating.

Recent examples of investment from outside investors include: Rocket Lab; Rockit Apples, and Kiwibank.

| 6. Become a beacon for investment, new business and migrants | | | |
|---|--|---------------|---|
| Work Area | Actions | Lead Agency | Key Partners |
| 6. Become a beacon for investment, new business and migrants | 6.1 Work with Rocket Lab to develop opportunities to leverage business attraction off their Te Mahia initiative | WDC | Iwi, Hapū, HBT, MBIE |
| Enablers | 6.2 Develop a targeted regional strategy for the attraction of businesses, investment and migrants | Councils, BHB | Iwi, Hapū, NZTE, Private sector |
| | 6.3 Undertake specific Food & Beverage global opportunity assessments in order to identify new market-led opportunities for Hawke's Bay businesses | BHB | Councils, Iwi, Hapū, MBIE, NZTE, Private sector |
| | 6.4 Support the establishment of the food and beverage supply chain network based on goat and sheep dairy | BHB | Councils, Iwi, Hapū, MBIE, MPI, Private sector |
| | 6.5 Develop an agribusiness programme to identify specific sector issues and opportunities for business development and growth | BHB | Councils, Iwi, Hapū, Private Sector |





KAHUNGUNU RINGA HORA

Enhance visitor satisfaction and increase spend

We live in a region with great food, world-class wine, an incredible climate, warm community and a lush landscape with history and beauty. Our region is accessed by road and plane, and increasingly by ship. The number of cruise ship visits to the Port has more than doubled since the mid-2000s and is projected to bring 91,500 passengers directly into Hawke's Bay next year. An increase in air traffic by Air New Zealand and the arrival of Jetstar will make it even easier to arrive and enjoy Hawke's Bay.

Add to this picture Hawke's Bay's impressive and growing list of events, which includes Te Matatini 2017, Iron Māori, Art Deco, Horse of the Year, F.A.W.C!, The Big Easy, Mission and Black Barn concerts, Air NZ Hawke's Bay Marathon and Tough Guy & Tough Girl.

During the research we came across the theme "One more night, one more coffee" to highlight the importance of every visitor's experience and contribution. When we do this well, Hawke's Bay will continue to grow as a premier visitor destination. The region has many of the things it needs to be a tourist mecca, but it still requires its people and its visitors to share this truth with the world. The work of Hawke's Bay Tourism as a key driver and delivery partner will help ensure our strong position in the visitor market, domestically and internationally.

Our visitors are organised into two groups, international and domestic (New Zealand-based) travellers, who bring different preferences and patterns. For the year ending March 2016 and based on conservative estimates, domestic travellers spent \$405m and international travellers spent \$135m. International visitors staying in commercial accommodation grew by 19.3% at year end March 2016.

The opportunity for international tourism to Hawke's Bay is in growing the important longer staying international markets of Australia, UK and USA but also providing tourism product that meets the need of the fast growing Chinese market. Domestic tourism provides the opportunity to build the visitor economy year-round therefore evening out the year so the industry can be sustainable. Attracting and hosting events and conferences play an important role in helping to balance visitor arrivals across the year. The biggest risk Hawke's Bay faces is that we do not have the infrastructure and tourism products to meet the needs of a growing visitor economy.

We can encourage sustainable visitor growth in number and spend by developing infrastructure with a focus on improving the visitor experience. Improved roading, greater digital connectivity, better facilities and other general development are all factors that will help.

We can see room for visitor-focused product development especially in diversifying our offerings. We can develop products and services that use our people's skills and talents and display our character. A significant opportunity here is developing Māori-centred tourism, with ventures that engage whānau and tell our story. The arrival of Rocket Lab at Te Mahia Peninsula provides a unique opportunity to build tourism products centred on 'space-launch tourism' while also allowing the natural beauty and the extensive history of the area to be showcased.

To further combine visitor attraction and our drive for a sustainable future, we are seeking government support to create a world-class aquarium that is research-based



and conservation-focused. The project will be led by Napier City Council (NCC) who will work alongside Hawke's Bay Regional Council and Waikato University, with important roles played by the Department of Conservation, National Institute of Water and Atmospheric Research (NIWA), the Earthquake Commission (EQC), Massey University, GNS Science and the Zoo and Aquaria Association of Australasia. It is proposed that the new facility will be operational within two years of receiving funding support.

| Enhance visitor satisfaction and increase spend | | | |
|--|---|-------------|-------------------------------------|
| Work Area | Actions | Lead Agency | Key Partners |
| 7. Enhance visitor satisfaction and increase spend | 7.1 Improve collaboration between organisations tasked with tourism product development and infrastructure spend and establish a coordinated approach to developing tourism products and a programme of initiatives in order to optimise visitor spend in Hawke's Bay | HBRC | Councils, Iwi, Hapū, BHB, HBT, MBIE |
| | 7.2 Develop a Māori-centred tourism group to increase the experience, the spend and employment opportunities e.g. space launch tourism at Mahia Peninsula | Iwi, Hapū | Councils, HBT, MBIE, Private Sector |
| Enablers | 7.3 Improve collaboration between the tourism industry and educational institutes to improve staff training | EIT | TEOs, Private Sector, HBT |
| | 7.4 Support and resource continued collaboration between organisations responsible for events | HBT | Councils, Iwi, Hapū, MBIE |
| | 7.5 Undertake a feasibility study for a Napier to Gisborne cycleway | HBT | Councils, MBIE |



A woman with dark hair in a ponytail, wearing a red sweater, sits on a yellow wicker chair outdoors. She is holding a baby in a red hoodie and patterned pants, reading a large book to them. The background shows a building with arched windows and a sign that says "SUPP".

THE WORLD IS CONTINUING TO CHANGE AT AN INCREASING PACE, DRIVEN BY ADVANCES IN TECHNOLOGY AND GLOBAL CONNECTEDNESS. WE NEED TO GIVE OUR PEOPLE THE SKILLS AND KNOWLEDGE TO HELP THEM NAVIGATE THIS UNCERTAINTY.





New Zealand Government

Central Hawke's Bay District Council – Report

TO: Community Development Committee

FROM: Chief Executive

DATE: 26 January 2017

FILE REF:

SUBJECT: COMMUNITY DEVELOPMENT UPDATE

1.0 SUMMARY

The purpose of this report is to

Update the Committee on the progress of community development projects within the community.

2.0 RECOMMENDATION

This report concludes by recommending

THAT community development update report be received.

The reason for the decision is

That it meets the purpose of local government as stated below

The Council is required to give effect to the purpose of local government as prescribed by Section 10 of the Local Government Act 2002. That purpose is to meet the current and future needs of communities for good quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses. Good quality means infrastructure, services and performance that are efficient and effective and appropriate to present and anticipated future circumstances.

3.0 BACKGROUND

The role of Community Development Coordinator was created to facilitate engagement between local government and social service providers throughout the region, including government and non-government organisations, local agencies and community groups.

A focus of the role is to co-ordinate the CHB Safe Communities Coalition alongside supporting and developing other community development opportunities.

Safe Communities

Safe Communities is a World Health Organisation (WHO) concept that recognizes safety as “a universal concern and a responsibility for all”. This approach to community safety encourages greater cooperation and collaboration between non-government organisations, the business sector, and local and central government. Central Hawkes Bay was designated by the Safe Communities Foundation of New Zealand (SCFNZ) as a Pan Pacific Safe Community on 6th June 2012. The Safer Central Hawkes Bay (Safer CHB) coalition has brought together a diverse group of agencies, organisations and community groups in the district who all working together to improve community safety. Stakeholders bring knowledge and relevant strategies and aligned projects to the table. Safer CHB is council mandated and community owned.

The Safer CHB governance group oversees the Safer CHB programme. This group works on strategic and operational activities with a clear programme of work that aligns with the requirements of the Safe Communities accreditation programme. Workstreams are established around priority areas that have been identified by Safer CHB partner organisations and community consultation.

Safer CHB Workstreams

Falls Prevention – this workstream delivers programmes in the community aimed at reducing the high rate of injuries caused by falling. Collaborative initiatives include the Porangahau DIY programme, the annual DIY Mitre 10 Ladder Safety Day, the Vitamin D Awareness Project in Rest Homes and the Home Safety Project currently being delivered in Porangahau.

Partners: ACC, Red Cross, CHBDC, NZFS, HBDHB, Te Ahurangi Services, Mitre 10

Fire Prevention – aims to reduce the number of structure fires, deaths and casualties from fire and promote fire safety awareness in the community. Initiatives include the Safer Homes CHB 5 year smoke alarm project and participating in Street by Street BBQ's and the CHB A & P Show.

Partners: NZFS, ACC, Age Concern, Red Cross, CHBDC, Central Health, HB Civil Defence.

Street by Street – a coordinated event where agencies and service providers take their injury prevention and safety message into communities. 7 successful events have been delivered throughout Central Hawkes Bay.

Partners: ACC, CHBDC, Civil Defence, NZ Police, NZFS, DOVEHB, Pleroma Social Services, EPIC Ministries, CHB Youth Council, Central Health, Aqua Management, Sport HB, Red Cross, St John, Roadsafte HB.

Family Violence (CHB Violence Free)- this workstream works towards reducing the harm caused by family violence in Central Hawkes Bay by creating awareness, building safety options and educating through its events and activities. These include public workshops, promoting the White Ribbon events, resources and messaging and participating in events such as the CHB A & P Show, Street by Street BBQ's, Boulevard Day, Matariki, CHB The Festival.

Partners: NZ Police, DOVE HB, Pleroma Social Services, CHBDC, Central Health

Suicide Prevention – this workstream aims to reduce the rate of completed and attempted suicides by raising awareness, creating resilience and providing access to information and resources to all members of the community. Collaborative initiatives include the Mates In Farming Rural Focus training, Mental Health Awareness Workshops and the CHB Postvention Local Response Team.

Partners: NZ Police, Central Health, Central Connect, HBDHB, East Coast Rural Support Trust, Te Kupenga Hauora.

Youth – supporting the vision of the CHB Youth Strategy that “young people in CHB are supported and valued by being heard and given opportunities within a safe and health community”. Initiatives include the youth consultation on community projects such as the Skate Park and IVAN roving caravan projects, participation in events such as St by St BBQ's, CHB A & P show, Christmas Parade, CHB College and school sporting events. Extensive work has also been achieved in Drivers Licence space with the successful launch of the Mayors Taskforce For Jobs, Massey University and Connecting for Youth Employment collaborative pilot programme “Steering Aotearoa” and significant achievements and success of the CYE drivers licence programme for Central Hawkes Bay young people. The CHB Youth Development group has been established with the aim of ensuring that youth focused agencies are all working together to deliver the CHB Youth Strategy, ensuring those active in youth development have a voice and to collect real data specific to CHB young people and track results.

Partners: Connecting for Youth Employment, EPIC Ministries, CHB Inspire Youth Council, CHB Community Patrol, NZ Police, CHB College.

Positive Ageing – supporting the implementation of the CHBDC Positive Ageing Strategy developed in 2011, this workstream came under the framework of Safer CHB in 2014. Collaborative initiatives include a number of public forums for the public and agencies aimed at connecting individuals and agencies involved in the Aged Care sector.

Partners: ACC, Anglican Care Waiapwa, Age Concern, CHBDC, Central Health, Central Connect, HBDHB, Red Cross, HB Positive Ageing Trust, Options HB, Grey Power, Woburn and Mt Herbert Rest Homes, NZ Fire Service, Access, Health HB.

Safe Communities are required to be re-accredited by the Safe Communities Foundation of New Zealand every 5 years. Safer CHB is due for re-accreditation in June 2017.

It is worth noting that all of the activities of Safer CHB are completed in addition to each organisations day to day business as usual. A tremendous amount of goodwill and commitment to the community exists within the network.

CHB Warm Homes

The Warm Homes CHB group was formed in April 2016 in response to continued concerns that many families in our community were living in cold, damp and unhealthy homes, of particular concern in the winter months. A clear and strong desire to collectively look at ways to address these concerns within CHB was agreed to and number of activities have been completed including:

development and distribution of home heating and insulation fact sheets, multiple referrals to Red Cross curtain bank and installation of curtains into CHB homes, draught stoppers sewn, stockpiled and delivered to homes, training for agencies and development of home mould kits, advocacy for tenants, referrals for home insulation and linking to funding . The group also completed the Otane Community Survey Pilot project where every home in Otane was invited to complete a short survey. The survey asked residents for information on a range of matters including whether their home was insulated, heating sources available, ventilation, whether working smoke alarms were installed or curtains or draught-stoppers were required. Data such as age of residents, number of people in the home, age of their home, health related issues was also collected. Follow up action was then undertaken by the group and a funding application has been submitted with a view to replicating this project in other Central Hawkes Bay communities in the future.

Partners: Pleroma Social Services, Red Cross, HBDHB, Smart Energy, Age Concern, Central Health, CHBDC.

CHB Vulnerable Children's Network

This network was established to enable the best possible outcome for vulnerable children within the group's capacity by; working together as a forum to support vulnerable children, and initiating professional learning opportunities within CHB school communities. Recent initiatives include the development of a youth focused CHB Support Card, sponsored by the CHB Principals Assn and distributed to every family in every CHB primary school, and the hosting of Dr Russell Wills, HBDHB Head of Paediatrics' and former Children's Commissioner in September. Dr Wills delivered a powerful and informative speech to all primary school and social service providers.

Partners: CHB Principals Assn, Resource Teachers Literacy and Learning Behaviour, Pleroma Social Services, NZ Police, Family Works, Ministry of Education, Waiapu Kids Abbotsford, HBDHB.

Hawkes Bay Housing Coalition

In late 2015, a workshop with a number of key stakeholders involved in housing in Hawke's Bay came together in recognition of the growing body of evidence which indicates the need to improve housing for families/whānau in Hawke's Bay. An outcome of this workshop was to re-establish the Hawke's Bay Healthy Housing Coalition formed in 2008. The coalition consists of representatives from a number of government and non-government agencies with a broad overview of, and interest in, housing in the region. Through joint action and coordination, the coalition aims to support all Hawke's Bay Homes to be Appropriate, Healthy and Affordable, through Leadership and Advocacy to create change.

Partners: HBRC, HDC, NCC, CHBDC, HNZ, HBDHB, U Turn Trust, Smart Energy, Te Taiwhenua O Heretaunga, Te Puni Kōkiri, WINZ, EIT, Sustainable Trust, NKII, NZ Fire Service, Health HB, Whatever It Takes Trust.

Hawkes Bay Funders Forum

The Hawke's Bay Funders' Forum is a strategic group who meet several times each year. The group has a collaborative focus on reducing duplication, effective resourcing and better communication. The key objectives of the groups are to:

- strengthen relationships and communication between charitable funders and other parties involved in the sector.
- Provide an opportunity to discuss developments in the sector at strategic and operational levels.
- Keep abreast of policy and changes to policy of individual funders
- Provide an opportunity to discuss significant community projects in Hawke's Bay, enabling Forum members (individually or jointly) to be proactive if considered appropriate.
- To allow Forum participants to identify and discuss key regional issues and trends.

Partners: HBRC, HDC, NCC, CHBDC, WDC, ECCT, Dept of Internal Affairs, Te Puni Kōkiri, MSD, HB Foundation, Sport HB, Trust House

Hawkes Bay Safekids Coalition

This coalition comprises of a range of stakeholders who collaborate to support the mission of the national Safekids Aotearoa to reduce the incidence and severity of unintentional injuries to children aged 0-14 years. Recent events in Central Hawkes Bay include a Safekids presence at the CHB A & P Show and a Safekids training day for local Kohanga staff and whānau.

Partners: ACC, CHBDC, HDC, HB DHB, NZ Fire Service, NZ Police, Central Health, Te Taiwhenua O Heretaunga, Plunket, Best Start/Educare, kahungunu Executive, Roadsafes HB, HB PHO, Choices.

CHB Health Liaison Group

The Hawkes Bay District Health Board (HBDHB) & Hawkes Bay Primary Health Organisation (Health HB) want to encourage and support providers to form networks based on geographic areas and give communities an opportunity to redesign health provision to better suit the needs of their community.

A CHB Forum for Health & Social Care was held in Waipawa on the 9th March 2016, hosted by the HBDHB and Health HB and attended by a large number of health and social services providers. From this initial forum, the CHB Health & Liaison Group was formed and is chaired by Ian Sharp with 2 representatives each from CHBDC, Aged Care, Nursing, Iwi, Central Health, Consumers and Mayors Taskforce for Health.

The vision of the CHB Health Liaison Group is that "The People of CHB will have access to Quality Health and Community Services". Terms of Reference have been adopted and priority areas and six key areas have been identified:

- Reducing barriers to access
- Addressing issues related to transportation
- Establishing and maintaining effective communication lines
- Facilitating dynamic workforce development
- Strengthening trust between providers
- Exploring sustainable funding models

Funding and Resourcing

ACC provide funding of \$10,000pa towards the Community Development Coordinator salary. This funding is available to Safe Community coalition's for their first 5 years. ACC also provided Home Safety Project funding of \$3600 in 2012.

The community development coordinator oversees the CHB Youth Development Contract for Service which is currently held with EPIC Ministries for \$13000pa.

Project funding as detailed below has also been received:

Health Promotion Agency - \$8050.00 CHB Alcohol Related Harm Scoping Project May 2015

Health Promotion Agency - \$4050.00 CHB Parent Pack: Tools for the Teenage Years Jan 2017

Ministry of Social Development \$33,120.00 Te Punanga Haumarua Anti-Bullying Project Oct 2014

Ministry of Youth Development \$25500.00 Youth Consultation to develop/design roving trailer July 2015

Ministry of Youth Development \$17000.00 Youth Consultation to develop/design Skate Park in Waipukurau July 2014

Ministry of Youth Development \$35000.00 community funding for youth projects in CHB July 2013

Future funding and resourcing opportunities include accessing central government funding as it becomes available, philanthropic funding and possible regional and local alliances or sponsorships.

4.0 ASSESSMENT OF OPTIONS

Option 1

THAT community development update report be received.

5.0 STATUTORY IMPLICATIONS

The recommendation meets all statutory requirements as set out in the Local Government Act 2002 Amendment 2012.

Christine Renata
Community Development Coordinator