



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL

A Thriving Central Hawke's Bay

Our Vision for Community Wellbeing

2021 - 2031

Together we thrive! E ora ngātahi ana!



This Strategy - A Thriving Central Hawke's Bay, Our approach to Community Wellbeing was adopted by the Central Hawke's Bay District Council on 5 May 2022. It sets out how we deliver on the purpose of Local Government in accordance with Local Government Act 2002, being the broad contribution to promoting the wellbeing of our community.



Introduction

This framework presents Central Hawke's Bays strategic approach to delivering on its broader purpose of Local Government of delivering on the four wellbeings through Project Thrive.

As the foundational cornerstone, that describes and captures Council's high level vision and direction for the community, this document outlines and encompasses the strategic direction, vision, goals and outcomes we collectively seek for a Thriving Central Hawke's Bay.

Good direction setting and decision making includes the consideration of the community's views of wellbeing and Council's contribution to promoting wellbeing, including social, economic, environmental and cultural aspects – 'the four wellbeings'.

Project Thrive, developed as Council's strategic direction, provides the foundations of Council's Governance Framework, our Long-Term Plan, Asset Management and service delivery.

Project Thrive – our Central Hawke's Bay definition of Community Wellbeing, is reflected and intrinsically woven into the service delivery and activities we deliver in our broad purpose of Local Government in Central Hawke's Bay. This work would not succeed without the partnerships and collaboration of our community to enhance our collective wellbeing.

The Tamatea Way

Tamatea/Central Hawke's Bay has always been known for doing things differently. Our growing partnership approach speaks to that as Council, community and tangata whenua build our collective capacity and capability to engage and partner into the future in a uniquely Tamatea way.

We recognise the unique role that Tangata Whenua play taking into account their relationship with their ancestral land, water, sites, waahi tapu, value flora and fauna and other taonga.

We collectively recognise it is early days in our partnership journey and we both have considerable work ahead of us.

The future is exciting and promising, as we both collectively seek to enhance the outcomes for the people of Tamatea - Central Hawke's Bay, as we look to continue to work in partnership to build wellbeing in the widest sense.

Our vision for wellbeing in Central Hawke’s Bay

Our community’s vision developed in Project Thrive, describes our community with wellbeing at its core.

Our vision for Central Hawke’s Bay is for a proud and prosperous District made up of strong communities and connected people who respect and protect our environment and celebrate our beautiful part of New Zealand.

Central Hawke’s Bay: Together We Thrive! E Ora Ngā Tahi Ana!

Our people are our greatest asset. At the core of everything we do is a vision that our people are healthy, prosperous and resilient, with a strong sense of pride and identity.

In 2016 with the arrival of a new Mayor and six new Councillors, joining two incumbent Councillors, the clear message from the people of Central Hawke’s Bay was that there was a need for change and a new approach to deliver on the aspirations of Central Hawke’s Bay.

Project Thrive was born from this change, reflecting six simple words that have translated into a values-based strategic approach for the District, based on Trust, Honesty, Respect, Innovation, Valuing People and Excellence - THRIVE.

With these values at the core, in early 2017 we asked our community, what their vision for Central Hawke’s Bay was.

Through early 2017, we received over 4,500 pieces of feedback and in May the outcomes of the feedback were presented back to the community. Across seven key themes/goals were 67 initiatives and projects to deliver on a Central Hawke’s Bay of the future. This work together directly led to the creation of our community vision – Together we Thrive and our seven community goals to achieve a thriving Central Hawke’s Bay.

This vision continues to be the cornerstone of our aspirations for Central Hawke’s Bay and is reflected in everything we do.

Project Thrive created a foundational blueprint for success in our District that we have continued to build upon.

As part of the 2021 – 2031 Long Term Plan, we continued to build on Project Thrive, establishing more detail on what each of our seven goals meant to our community, our approach to achieve these and the creation of measurable targets over the long term to understand our successes.

The next section of this document explains our seven goals in more detail, our targets and the strategic documents and activities that support and deliver on our collective vision.

Achieving our vision requires a team effort from all of us. With highly connected elected members, staff, strategic suppliers are community – we are thriving!

You can read more about project thrive on our website, including the original outcomes of our consultation.

The Four Wellbeings

In 2002 the Local Government Act introduced a new purpose for Local Government, being a role in the promotion of the social, economic, environmental and cultural wellbeing of their community – the four aspects of wellbeing.

In 2012, the purpose of the Local Government Act was repealed, to instead refocus local government on ‘core services’. Despite this change, many community leaders remained committed to delivering on the broader purpose of Local Government, being the delivery of the four wellbeings.

In 2018 the Local Government (Community Wellbeing) Amendment Bill reintroduced the four wellbeings back into purpose of Local Government into the Act, acknowledging the valuable role local leadership has to promote the social, economic, environmental and cultural wellbeing of citizens and communities.

In Central Hawke’s Bay, we developed Project Thrive, supported by seven goals to deliver on our community’s wellbeing, being a thriving Central Hawke’s Bay. While we don’t specifically use the four wellbeings, we understand and acknowledge that they are intrinsically linked to the purpose of everything we do



Social

Involves individuals, their families, whanau, hapu, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.



Economic

Looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity.



Environmental

Considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.



Cultural

Looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities.

How it all fits together?

Council’s Governance Policy Framework explains how this document fits amongst the range of Governance frameworks, strategies, policies and action plans that Council has, which sit inside one of four Activities shown in the diagram on the right.

This document - A Thriving Central Hawke’s Bay, sets out the overall strategic vision, goals and community outcomes Council seeks to achieve for Central Hawke’s Bay.

As a governance, leadership and strategy tool, it is the most strategic and important document Council has, setting out the long term strategic direction for all of our services and activities.

From roading and wastewater activities, through to community services – Project Thrive, our community’s approach to wellbeing is intrinsically at the core of everything we do.

Head to our website to find out more



Our DNA

We have identified four fundamental ways that will guide the way Council and councillors interact with our communities and lead our District.

The guiding principles will be evident in the way we engage, plan, make decisions and allocate resources on behalf of our District and residents.



Working Together: Central Hawke's Bay will be stronger when we work together. Partnerships and collaboration are at the core of everything we do.



Customer Excellence: The communities we serve are our customers. They are at the heart of our decisions, interactions and communication. We'll engage with our customers to deliver value and exceed expectations.



Thinking Smarter: We need to think smarter and better in everything we do. With a culture of innovation and continuous improvement we will add value to our communities.



Planning for Tomorrow: We will incorporate long-term thinking into everything we do, so we can futureproof Central Hawke's Bay.



We have identified seven strategic goals for achieving this vision:



PROUD DISTRICT
HE ROHE POHO KERERŪ

Goal 1

Central Hawke's Bay is proud of its identity and place in our region and nation. We hold our head high on the national and international stage, celebrating our unique landscape from the mountains to the sea.



PROSPEROUS DISTRICT
HE ROHE TŌNUI

Goal 2

Ours is a thriving and prosperous district that is attractive to businesses. Central Hawke's Bay is enriched by the households and whānau that are actively engaged in, and contribute, to our thriving district.



STRONG COMMUNITIES
HE HAPORI KAHA

Goal 3

We have a strong community spirit and work together to support each other. Central Hawke's Bay is made up of proud communities with unique identities that come together to form a strong and thriving district.



CONNECTED CITIZENS
HE KIRIRARAU WHAI HONONGA

Goal 4

Our citizens can connect easily with each other and with those outside of our district. We all have access to everything Central Hawke's Bay has to offer and enjoy these great things together.



SMART GROWTH
HE TIPU ATAMAI

Goal 5

We grow Central Hawke's Bay in a smart and sustainable way that cherishes our identity. We use our resources intelligently and with care, to ensure they are protected for the citizens of the future.



ENVIRONMENTALLY RESPONSIBLE
HE WHAKAARO NUI KI TE TAIAO

Goal 6

Central Hawke's Bay is home to a unique and beautiful landscape. We celebrate our environment and work together to enhance our local natural wonders and resources.



DURABLE INFRASTRUCTURE
HE HANGANGA MAUROA

Goal 7

We aim to provide sound and innovative facilities and services that meet the needs of our communities today. Our infrastructure is fit for purpose and future proofs our thriving district for tomorrow.

Goal 1



PROUD DISTRICT
HE ROHE POHO KERERŪ

Central Hawke’s Bay is proud of its identity and place in our region and nation. We hold our head high on the national and international stage, celebrating our unique landscape from the mountains to the sea.

Our goals

We will build Central Hawke’s Bay’s reputation as an outstanding lifestyle destination, of rich and unique cultural and rural experiences, from the mountains to the sea, with strong vibrant town centres that support communities of the future. We will build a District renowned for its great people, authentic and genuine recreation options and experiences, without the hassle or the cost of a big city location.

We will be a District that revels in our abundant natural resources and beauty, offering great places for people, attractions and opportunities that make our patch of paradise an outstanding lifestyle location to live and raise a family.

Our approach

As locals, we know the uniqueness of our patch of paradise that is Tamatea – Central Hawke’s Bay.

To support a District of the future, we need to attract young talent and keep our young people here. Our District needs to be a location where talented people can choose to live without losing the benefits associated with an outstanding lifestyle destination.

We want to be a district people return to because of their positive memories and the great lifestyle on show for all ages of life.

Vibrancy, great food and drink, events, open street spaces, creativity, culture and art need to be at the heart of building the liveability of our Central Hawke’s Bay of the future. This will enable and support the retention and attraction of our best talent and people. We know we need to work hard to deliver on our goal and build our reputation as an outstanding rural lifestyle destination. We will do this promoting our district far and wide, attracting national events and delivering on our plans for economic and social prosperity.

To do this we must be bold and ambitious in our aspirations for the future – we must hold our head high and have the confidence to back our place – Tamatea/ Central Hawke’s Bay.



Goal 2



PROSPEROUS DISTRICT
HE ROHE TŌNUI

Ours is a thriving and prosperous district that is attractive to businesses. Central Hawke’s Bay is enriched by the households and whānau that are actively engaged in, and contribute, to our thriving district.

Goal

We will drive an overall improvement in the economic and social wellbeing of Central Hawke’s Bay.

We will do this by supporting increased job opportunities, attracting new business and enabling the growth of existing businesses. We will support productivity to create more jobs and a wider range of better paying employment opportunities - overall supporting the prosperity of employees, their whanau and their employers.

With a focus on diversification, increased economic resilience and a shift from volume to value, we will enable a prosperous economy, prepared to weather the effects of market shocks and economic uncertainty.

Our approach

The nature of work, technology and skills is continuously changing at a rapid pace. Many jobs that our community have relied on will be replaced by different types of work in the future.

The effects of COVID-19 and prolonged drought has provided a brutal reminder of the uncertainty and necessity for economic resilience across our community. New jobs and the economy of the future will require us to reposition our people and our thinking for this new world.

Central Hawke’s Bay is made up of many astute and clever people and many more who are ready and wanting to return to our patch of paradise. We need to support our people and create an environment for innovative and creative industries, that enables the diversification of our land-use, supports business development and attraction, and create the skills, talent and employment our industries and businesses require.

To do this, we must work hard, invest and prioritise in our economy of the future while supporting our economy of today. We must enable our people and businesses to compete locally, nationally and internationally by ensuring the infrastructure and programmes are in place to support their success.



Goal 3



STRONG COMMUNITIES
HE HAPORI KAHA

We have a strong community spirit and work together to support each other. Central Hawke’s Bay is made up of proud communities with unique identities that come together to form a strong and thriving District.

Our goals

We will support our community to be recognised as true treaty partners with manawhenua and to embrace active citizenship, being social leaders promoting and supporting the values of democracy, intercultural dialogue and social responsibility as key enabling competencies of the 21st century.

Central Hawke’s Bay will be recognised as a leader in community citizenship in New Zealand, demonstrated through an integrated and international best practice systems approach to community wellbeing.

In our strong community, you will know you are valued – whatever your age, gender, physical ability, socio-economic status, sexuality or cultural background.

Our approach

Active citizenship is the glue that keeps society together – simply put, if everyone merely focussed on going to work, earning a living and promoting their own individual interests, society would fall apart.

Active citizenship brings together people of all backgrounds and ages – supporting a fundamental literacy of understanding and awareness of our wider community, enabling informed judgement and the skill and courage to respond appropriately, individually or collectively.

As a community, we rely on active citizenship as the backbone for local community governance. Voting, standing for election, teaching and coaching, donating to good causes, recycling and caring for the environment, campaigning and volunteering - all form the foundation of the make-up of Central Hawke’s Bay. We must continue to support and enable our community of today to respond, while nurturing and developing our community of tomorrow.

To do this we must foster local community voices, creating opportunities to collaborate, support cultural awareness and accelerate the integration and awareness of challenges and opportunities of all of our people . We will work together across service providers, government agencies and our community, to ensure that no one falls through the gaps.

We will work as true treaty partners with manawhenua - the forebears of our place, to achieve the collective aspirations of Tamatea whānau, in the widest sense, and overcome the intergenerational inequities our whānau face.



Goal 4



CONNECTED CITIZENS
HE KIRIRARAU WHAI HONONGA

Our citizens can connect easily with each other and with those outside of our district. We all have access to everything Central Hawke’s Bay has to offer and enjoy these great things together.

Our goals

We will work to make it easy for Central Hawke’s Bay people to connect with each other and to the services, facilities, infrastructure and support to unlock their individual development, health, prosperity and wellbeing, for the greater good of our community as a whole.

On behalf of our community, we will work with determination to create connected governments for our connected citizens. This will enable every citizen to feel empowered and have a meaningful impact for themselves, their whanau and their community, no matter how large or small.

Our approach

He aha te mea nui o te ao? He tangata, he tangata, he tangata! – What is the most important thing in the world? It is the people, the people, the people!

Our District’s towns, villages and rural communities - rather than their physical forms - are the social networks and connections that create the experiences and overall sense of inclusiveness and social, cultural and economic wellbeing we thrive on.

Strong, vibrant and active communities provide us with a sense of optimism and positivity, boosting our

personal wellbeing and our general outlook – positivity breeds positivity.

Central Hawke’s Bay is experiencing a surge of optimism and buoyancy, and we want to ride that surge to support a community that is enabled with the opportunities that growth and economic optimism brings.

We want to ensure we have the building blocks of connected communities and connected citizens of the future in place.

This means we will work to futureproof our communities by planning for the social, cultural and economic connections that can be made. We’ll do this physically through our open space network and improve accessibility in and between our towns. Culturally, we’ll work to protect and celebrate sites of significance, our local heritage and languages. We will break-down inequities and remove the barriers to services that many in our community face. Spiritually, we will support our people in terms of personal wellbeing and access to essential services.

As a connected citizen of Central Hawke’s Bay, this mahi will ensure our priority remains focussed on enhancing the lives of our people.



Goal 5



SMART GROWTH
 HE TIPU ATAMAI

We grow Central Hawke's Bay in a smart and sustainable way that cherishes our identity. We use our resources intelligently and with care, to ensure they are protected for the citizens of the future.

Our goals

We will work holistically and across activities and services to prepare our District for the growth, that being a great lifestyle location brings to Central Hawke's Bay.

We will prioritise and recognise the impact that growth has across our community – from infrastructure, to managing the social issues that arise from poorly planned development or from the lack of development.

We will work to achieve best value for our community, and work alongside landowners, developers, builders and investors in a collaborative way to ensure development achieves the aspirations of our community now and into the future.

Our approach

Central Hawke's Bay is experiencing unprecedented growth, with a surge in development and population growth not seen since the peak of the 1960's.

Increased property values, new skills and people, and unprecedented development are positive indicators for the future of our patch of paradise. This is far from the declining population and stagnant economy that Central Hawke's Bay was experiencing in only 2013.

As a District, we have not been prepared for the levels of growth and development we are now experiencing. Our infrastructure is not ready to cope with both the development and renewal work that is now urgently required, not to mention the financial impacts that result. We need to make the best advantage of the areas of our urban networks that exist within our existing residential boundaries to maximise the historic, current and future investment that our community will need to make in our built infrastructure in particular.

Our community has clearly said that protecting the valuable agricultural lands that surround our townships is important. So too is the creation of compact, walkable, liveable town centres. Our focus will remain on working to deliver on that vision. We will maximise the development of existing brownfield and underutilised sites within our residential boundaries, before creating new residential areas. This will limit our investment exposure in new infrastructure zones.

We'll work closely with private land owners, developers and our internal teams to plan to achieve this. This is reflected in our Integrated Spatial Plan, adopted by Council in 2020, which sets out the guiding principles that shape how we will grow as a District.

Goal 6



ENVIRONMENTALLY RESPONSIBLE
 HE WHAKAARO NUI KI TE TAIAO

Central Hawke's Bay is home to a unique and beautiful landscape. We celebrate our environment and work together to enhance our local natural wonders and resources.

Our goals

Central Hawke's Bay will be a sustainable and future focussed District that plans for and cares about the future. We will enhance our natural and built environment through effective infrastructure planning and the protection, maintenance and enhancement of these spaces.

As successful environmental guardians, we will ensure future generations thrive here.

Our approach

We value the natural environment and the interconnectedness of our natural assets and our own cultural and spiritual wellbeing. Our response to changes in our economy, climate and society must leave our environment in a better place than when we found it.

Collectively as a community, we invest heavily in our duties to enhance our patch of paradise – whether fencing waterways and native trees on farms, celebrating our unique landscapes or reducing waste to landfill. Holistically our approach to protecting the environment extends across the vast activities of Council – from removing wastewater discharges to our waterways, to protecting our high-class soils from subdivision, and supporting the enhancement of biodiversity.

There is a significant opportunity for us to support and encourage greater sustainability practices in our community, from rainwater harvesting and stormwater management in urban areas, to advocating and supporting the diversification and resilience of our rural economy.

We will work hard to take the lead in demonstrating good practice while harnessing our natural assets, including protecting and carefully managing our safe water supply.



Goal 7



DURABLE
INFRASTRUCTURE

HE HANGANGA MAUROA

Our goal

We want to achieve the best ‘bang for our buck’ from our investment in infrastructure. This means ensuring we balance the achievement of longstanding infrastructure, with infrastructure that meets the needs of our communities now and into the future.

We will work holistically, adopting ‘cathedral’ intergenerational thinking about our investment and how it best aligns with our blueprint for growth and development for the future.

Our approach

We face some significant financial challenges as we play catch-up to years of underinvestment and poor decision making in our infrastructure. Since 2017, we’ve taken a planned programme approach to addressing these challenges through our #thebigwaterstory.

We aim to provide sound and innovative facilities and services that meet the needs of our communities today. Our infrastructure is fit for purpose and future proofs our thriving district for tomorrow.

As a Council, we want to continue to build on the cathedral thinking we’ve developed to address some of our most complex challenges relating to wastewater, drinking water and community facilities. This means as a Council, we have developed the leadership, culture, capability and capacity necessary to develop the full understanding of our assets. We have identified the challenges and we’re ready to take full advantage of the available opportunities, while managing some significant risks.

We cannot achieve this change alone, and will need to work closely with our community to prioritise the necessity of the renewal and upgrade of essential services. This needs to be balanced with the opportunities that other investments could make in the transformation of our District.



Background to Project Thrive

Project Thrive brought the whole community together. It was able to effectively connect with the diverse community we are in Central Hawke’s Bay, enabling meaningful community conversations and partnerships.

When we started, we knew we needed to drive, articulate and deliver on a strategy and vision for Central Hawke’s Bay – more than ever though we needed to take our community on the journey with us. Project Thrive was completed because of the absence of a vision and strategy for Central Hawke’s Bay and a very strong desire from elected members and community to ensure a community-led approach was taken to determine that vision and strategy.

While the project has been highly successful, the learnings have come not so much in the project itself, but now the bold and courageous decision-making that is required to deliver on the community expectations that we have created.

The vision that has been set is now alive in the organisation and remains responsive to the communities involved in its creation. Ongoing and persistent communication with our communities is what brings the vision to life outside of the walls of Council.

While we have a long way to go in delivering on our vision, objectives and transformation moves, we are recognised within our community for our bold and courageous leadership, and are professional and purposeful in our governance approach and are determined to deliver.

You can find out more about Project Thrive by heading to our website and searching Project Thrive.

Here you can find the original Consultation Outcomes report from the Project and the details feedback from Community.



Central Hawke's Bay District Council

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