



WHAKATU 2020
E TU WHAKATU

Ma te huruhuru ka rere te manu

Tihei Mauri ora

Ko te mihi tuatahi ki te Matua i te Rangi nana nei nga mea katoa
To matou inoi nei kia aia hei tiaki, manakitia mai matou hapori Whakatu
E nga mana, e nga reo, e nga karangamaha tena koutou katoa
Nga mihi kia ratou kua wehi atu ki te po moe mai ra
Kia koutou nga tangata e noho ana ki Whakatu e mihi mai ra.
Kia ratou nga Kaiwhakahaere o te kaunihera HDC me TPK nga mihi
mahana ki o koutou tautoko mo tenei taonga ara te pukapuka nei
o nga moemoea mo te hapori Whakatu.

E tu Whakatu mo ake tonu ake

Na - Whakatu PCG & Whakatu Action Group

ACKNOWLEDGEMENTS

The Whakatu Project Control Group acknowledge TePuni Kokiri for their support and sponsorship of this project. Our thanks to Hastings District Council's Social and Economic Development team for accommodating the development of this community plan.

Appreciation to all Whakatu residents who provided input and participation through surveys and hui. To those providing the survey expertise, Anaru Waa and Bridget Robson for community and Aaron MacIntosh for the industry survey thanks to you all.

To those who presided over this work and were the impulse behind it, Joseph Whare, Aki Paipa, Des Ratima, Paddy Steffert, Steve Breen and Farley Keenan salutations to all of you.

Finally, to Wayne Ormsby planner and facilitator, thank you for shaping our community dreams and vision into structured and workable pathways through to 2020.



WHAKATU COMMUNITY PLAN

2015 - 2020

THE VISION

Whakatu 2020: A village that is friendly, safe, thriving and supported in a harmonious relationship by its industrial neighbours.

“Whakatu 100% employed”



MAYORAL MESSAGE



Nga mihi nui ki o koutou katoa

I am pleased to present the 2020 Whakatu Community Plan.

Whakatu is a unique community within Hawke's Bay and recognised as an industrial powerhouse of the region.

The community's vision for the future is a reflection of the feeling that exists in the Whakatu area. "Whakatu 2020: A village that is friendly, safe, thriving and supported in a harmonious relationship by its industrial neighbours; Whakatu 100% employed"

The resilience of the community, the passion demonstrated by its residents and their commitment to the village is very inspiring.

The 2020 plan is built around a framework that will ensure all Whakatu residents have the opportunity to become fully employed and prosperous and the township will become an even better place to live and visit. Council is committed to working with the community to ensure the goals outlined in the plan are achieved.

I would like to congratulate the whole Whakatu community on your input during the development of the plan. I know that the next steps in the implementation of the plan will be exciting and look forward to watching the progress that will be made in preparing your historic village settlement for a prosperous future.

Ma te Atua e manaaki, e tiaki i nga wa katoa

A handwritten signature in black ink, which appears to read 'L. Yule'. The signature is fluid and cursive.

Na Lawrence Yule
Mayor of Hastings District

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THE PLAN

The 2020 Whakatu plan (The Plan) was instigated by the community for the community and is tailored to the community. The plan is wholly owned by the people of Whakatu. The earlier 2006-2016 Whakatu community plan has successfully run its course. In 2013, residents began succession planning for the next Whakatu community plan 2015 – 2020. The Whakatu area has always been an economic and industrial location throughout its history hence the Whakatu community desire to be 100% employed. The aim of 100% employment has placed a greater emphasis on building community and industry relationships, facilitating careers development and supporting education and training to employ Whakatu people. The community aspirations are contained within six strategic goals namely; Employment; Education & Training; Youth; Economic Development; Community Wellbeing and Environment. The goals aim for increased employment opportunities, a desire to create more wealth and economic activity in the community, endeavour to beautify the residential and natural environment, make every effort to improve youth education and training opportunities and uphold community social and cultural development.

The plan is written in a descriptive and explanatory fashion rather than a pure planning document of vision, goals and actions. The intent is to provide adequate information to reduce inference and conjecture around past, present and future community movements.

SUMMARY OF THE PLAN

The opening chapter begins with the historical Whakatu setting. The foundation of its industrial and economic significance is established here from early Maori settlement to European arrival. The seven decades of the Hawke's Bay Farmers Meat Company operations and its sudden closure and impacts are emphasized. The Whakatu community recovery including the 2006 plan is evaluated and set the conditions for the 2015-2020 plan. Community hui confirmed the goals and survey data informed the 2020 Plan.

Chapter two provides the industrial setting and highlights the strategic significance of Whakatu as a key business and employment node for Hastings. The importance of the Whakatu community and industry interface is discussed as a platform to establish career, employment and trade training pathways. The interface reflects the necessity to provide organisation and structure for pathways, relationships and desired outcomes.

Chapter three articulates how the six strategic goals can be fulfilled and key activities to be delivered. Each goal is an entity in its own right to perform functions specific to its purpose. Other agencies, groups or organisational networks can engage directly with the particular portfolio goal relevant to the service the network provides. Community volunteers choose a strategic goal they have an interest in assisting with and attaining that goal is their focus.

The implementation overview and summary is a concise snapshot of the six strategies, the components for implementation and actions. The summary is a quick easy view of chapter three. 'Toward Whakatu 2020' specify items to help manage the administration of the plan.

The Methodology section describes the procedures undertaken throughout the Plans conception and what, why and who was involved. The methodology and processes employed sought to produce the best outcomes and these are explained to provide a context on how the Plan unfolded from the community and for the community.

The following page provides a quick view map of the 2020 Whakatu plan

WHAKATU COMMUNITY PLAN 2015 - 2020

COMMUNITY ASPIRATIONS



VISION



STRATEGIC GOALS

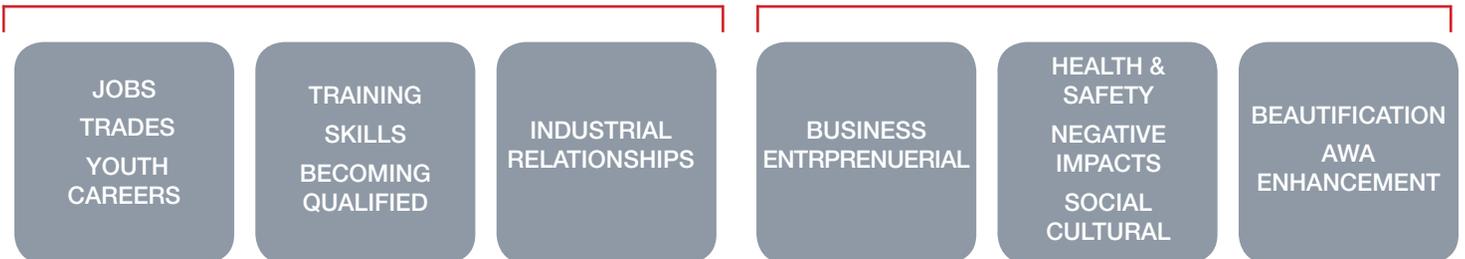
- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Youth 2. Employment 3. Education/Training | <ol style="list-style-type: none"> 4. Economic Development 5. Community Wellbeing 6. Environment |
|--|---|

HUB STRUCTURE ↔ WAG



IMPLEMENTATION

Community Coordinator Role
and Projects
(funding needed)



Outcomes

- | | |
|---|--|
| <ul style="list-style-type: none"> Industry relationships established Career/Trade positions sponsored Unskilled vacancies proffered Tertiary pathways in place Mentoring system developed PTE networks established Courses available, CVs Database info secure/protected Set standards for job assistance Vetting procedures created Interventions in place Referral system operating Scholarships documented Leadership programs developed License training program available Entrepreneurial options arranged Business start-ups being taught Whanau support guidelines set | <ul style="list-style-type: none"> Agreements/ pledges honoured Funding applications submitted Neighbourhood Support plans Emergency & Evacuation plans Odour mitigation responses Bus shelter Entry sign Youth facility More community events More volunteers Promote healthy lifestyles Activate Landscape Plan Maintain healthy waterways Roads/River planting, Walkways Design Landmarks area & marker Politically involved community |
|---|--|

HISTORY OF WHAKATU

TRIBAL SETTLEMENT

Whakatu is located on the banks of the old Ngaruroro river. Prior to the great flood of 1867 the river flowed through Havelock North and past Ruahapia Marae where the present day Karamu stream runs. The river was tidal as far as Wahaparata, midway between Mangateretere and Havelock North.

Wahaparata took its name from the Parata, a Taniwha of the deep oceans, who caused the tides by breathing in and out.

On a high terrace behind Tucker's Wool Scourers, stood the ancient Pa site Tanenuiarangi which belonged to an earlier age. It took its name from the Rangitane tribe (Rangi-nui-a-tane in reverse) who occupied the territory before the Ngati Kahungunu invasion in the mid 1500's. The pa site was more than 500 years old when it was abandoned during the 1860s.



Tane-Nui-A Rangi Pa. A fortified village on the Ngaruroro River. From a drawing by Lieutenant H.S. Bates, 65th Regiment, 1858 (Turnball Library).

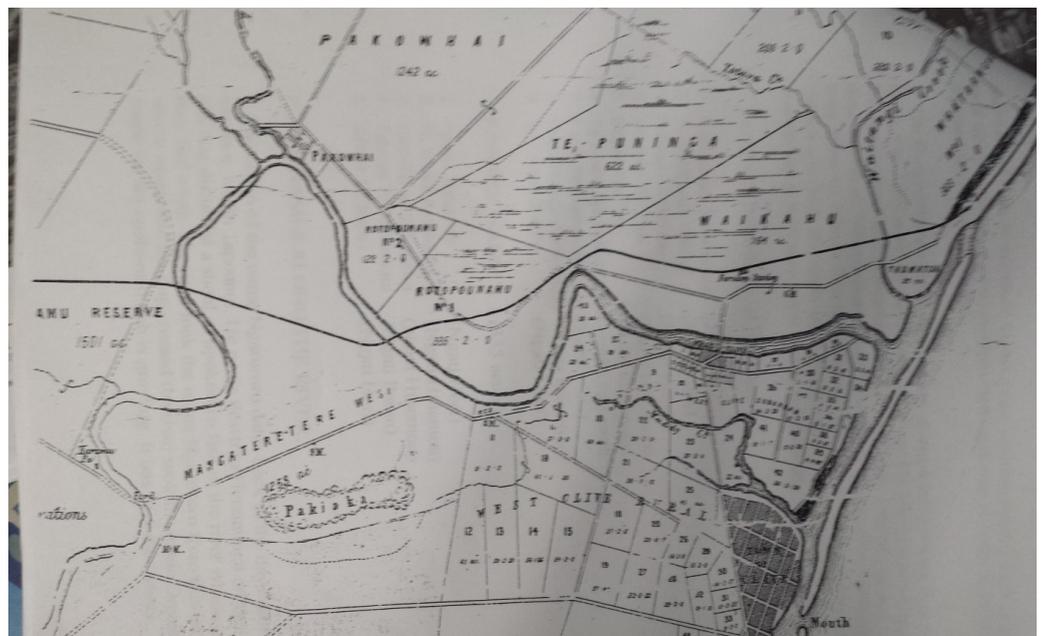
Since ancient times the Ngaruroro river served as a tribal boundary. Prior to the Ngati Kahungunu invasion it was the boundary between Rangitane who occupied the south side of the river and Ngati Whatumamoe to the north. After Taraia a famous Kahungunu chiefs' arrival, he too established boundaries on either side of the river. Before European settlement Whakatu was a densely inhabited part of the Ahuriri district being abundant in food, fisheries resources, birds and timber. Tanenuiarangi Pa was subject to many battles and occupations over the centuries, too many to mention here. However one of the last battles concerning Tanenuiarangi Pa began in 1858 at Pakiaka which is located at the south-west end of Whakatu near Mangateretere (Parsons, 1998).

Prominent in the Pakowhai area at that time were Karaitiana Takamoana, Te Meihana Takihi, Henare Tomoana and Pene Te Uamairangi, the four sons of Winipere, Te Waka Kawatini, Tamehana Pekapeka and his son Manaena Tini were the chiefs of Ngati Hinemoa living at the Pa.

This was when the so called twelve apostles¹ chiefs of Heretaunga in the 1860s, were visited by Crown agents first leasing then purchasing the Heretaunga block. By the 1880s most of the surviving chiefs had relocated and after the flood of 1897 Pakowhai was abandoned.

In 1856 Te Hapuku was living at Te Ngaue Pa across the Ngaruroro river and a little upstream from Pakowhai. Te Hapuku had long been on the Government payroll as their agent, negotiating and facilitating the sales of Maori land in the wider Heretaunga district. Between 1855 and 1857 relations between Te Hapuku and the allied chiefs of Heretaunga continued to deteriorate as lands they all had an interest in were sold out from under them without consultation (Parsons 1998).

G.S. Cooper was the Government Land Commissioner at the time and he authorised a payment of 1,300 pounds to Renata Kawepo dated 4 July 1857 for the loss of lands in the Maraekakaho district. It failed to ease tensions and when Karaitiana Takamoana met with Renata Kawepo and Paora Kaiwhata at Omahu, they decided they would settle for nothing less than Te Hapuku's removal from Heretaunga. "In 1857 the Pakiaka war broke out in Hawkes Bay largely caused by the actions of McLean and other Crown officials acquiring land from Te Hapuku while ignoring the protests of other chiefly leaders" (Boast 2008 pg 31). Ngai Te Upokoiri, Ngati Parau, and Ngati Hinepare assembled at Pawhakairo then marched to join Te Moananui at Te Wairua. Word reached them that Te Hapuku was about to occupy Tanenuiarangi. Pre-empting his action they occupied it themselves and Te Moananui set about strengthening the fortifications while Ngati Tu, Ngati Kurumokihī and Ngati Matepu made arrangements to join them from Tangoio and Petane. A squad was stationed at Pakiaka forest to prevent Te Hapuku getting access to timber and fuel. The Rev. Samuel Williams intervened on Te Hapuku's behalf but when Te Hapuku was observed cutting green timber they knew he was fortifying Te Ngaue and any further attempts at reconciliation were abandoned (ref. Napier Min. Bk 19, p444).



Map 1: Pakiaka Bush was situated a few hundred metres past the top end of Station Road

1. The twelve apostles refers to the Settler government passing laws vesting the communal owned Maori land into the names of twelve Heretaunga chiefs. The law made the purchase of Maori land by Europeans easier. Credit at exorbitant prices was extended to chiefs and non-payment meant land could be taken to cover the debt.

When Te Hapuku's men next came to gather timber from Pakiaka they were greeted by a volley of musket fire and hastily retreated. Battle lines were drawn and spasmodic bouts of combat kept Te Hapuku pinned down in the latter stages of 1857. The decisive battle took place on 9 December when Te Hapuku was worsted and several of his followers killed. Attempts at mediation were made by the Wairoa missionary James Hamlin and by Donald McLean but the allied chiefs were unrelenting.

Te Hapuku delayed his departure until 4 March 1858 after a spectacular ceremony the previous evening during which Te Ngaue was torched and a lengthy tangi was concluded. He exhumed his dead and set out for Te Hauke where he lived till his death in 1878.

Various hapu of Ngati Kahungunu have continued to live in the Whakatu district since that time. The present day Kohupatiki Marae established in 1863 by Te Waka Kawatini has whakapapa back to Tanenuiarangi Pa. Kohupatiki named their ancestral meeting house 'Tanenuiarangi' to preserve the tradition of the ancient Rangitane Pa formerly located across the river at Whakatu.

The 1867 flood saw the Ngaruroro change its course to its present channel between Fernhill and Chesterhope, and down what is now called the Clive River. The Clive River name did not exist until the 1969 man-made diversion, which saw the Ngaruroro River channel shifted to the north, leaving the Karamu and Raupare Streams to feed the Clive (Whakatu Community Plan 2006).

INDUSTRIALISM

Whakatu was settled by Europeans from the 1850s. Much land was leased from Maori, and later purchased by government under the Native Lands Act 1865. By the 1860s blocks in the Whakatu area were cut up and used for small agricultural settlements. Robert Cashmore set up a Sawmill to process timber from the nearby Te Pakiaka bush. However, the main industries of Whakatu were driven by pastoralism during the nineteenth century.

Meat was not feasible to export in the 1860s, but fat offered prospects and in 1867, local pastoralists formed the Hawke's Bay Steam Boiling Down Company on a capital of £1,500, and set up a plant at Whakatu. The factory was capable of rendering 2,000 carcasses a week, producing just over eight kilograms of tallow per carcass.

Sydney King established a wool scouring plant at Whakatu in the late nineteenth century. This was taken over in 1903 by Richard Tucker, a long-standing Clive resident, who developed a solid reputation as an expert wool scourer. With his brother Frederick, Tucker set about transforming the factory into a large-scale operation, and apart from a brief period in other hands, the plant continued to operate as a family-owned business until the 1970s (source - Whakatu Community Plan 2006).

The introduction of rail boosted Whakatu industries during the 1870s and in the early twentieth century and later the development of refrigeration technology transformed the meat industry. The first definite steps towards the establishment of a farmers freezing works was a meeting held on 2nd July 1912 at Waipukurau. A Company was set up with 106 shareholders and a capital of 70,000 pounds. A plant was built at Whakatu and the first Board of Directors was established in 1913. The opening of the killing season was on the 6th of January 1915. 123,000 sheep and lambs and 3,190 cattle were processed that season. Slaughtering of Pigs began at the plant in 1922. The Whakatu Works was badly damaged in the 1931 earthquake but after repairs a new chain system was introduced in 1932, an improvement on what was there before.

In 1940 women were first employed in the bag room but it was not until much later that they were employed in other areas of the Works. In 1959 the first 'one million carcase' was killed and processed in a single killing season. 1972 saw the new E Block freezer complex built that covered an area of 6 acres. Whakatu residents referred to the occasional odours that emanated from the Works as "the smell of money" in acceptance but also recognition of the economic and social benefits provided to the community. Seventy one years later on the 10th of October 1986 Whakatu Freezing Works closed.

The sudden closure of the freezing works on October 10, 1986, affected the economy and communities in the Hawke's Bay region. It was described by Jim O'Connor, who was then chairman of the Hawke's Bay United Council and the retiring Mayor of Hastings, as the greatest disaster in Hawke's Bay since the 1931 earthquake. About 2,200 people lost their jobs at the plant however the impacts were felt by thousands more men, women, children and families. For many freezing workers it was regarded as the 'University of Life'. Its main business was the slaughter and processing of sheep and beef and this provided employment for local whanau and people of Hastings and Napier. Whakatu was also a focus for identity and friendship for workers, their families and the wider community.



Whakatu solo butchers

EFFECTS OF WHAKATU WORKS CLOSURE

Unemployment impacts on communities in many ways. Overseas research shows that it increases the risk of many different health problems including heart disease, respiratory illness, cancer and mental illness. In the early 1990's a health study was commissioned by the Wellington based 'Eru Pomare Maori Health Research Centre' into the effects of unemployment on health. The study design was named 'Mauri Mahi' and compared the group of workers at Whakatu who were made unemployed in 1986 when the Works closed with workers from Tomoana who were working in the same year. Both group's health events were followed until 1994 when Tomoana closed. These health events included hospital admissions, registrations for cancer and deaths. In short, the study aimed to see if Whakatu workers made unemployed had more hospital admissions or deaths than Tomoana workers who were not made unemployed. To check that the two workforces were similar health-wise before Whakatu closed the researchers compared the health of freezing workers who were at Whakatu and Tomoana between 1977 and 1986 (Mauri Mahi, 2001).

About 9,000 former workers were in the 'Before Closure' and 'After Closure' studies. The quality of the study results depended on following up or tracing workers from both works from 10 October 1986 until 19 August 1994. This involved checking to see if the participants had been admitted to hospital, had died, had been registered with cancer or migrated overseas. Research ethics required people being able to opt out of the study if they so desired. The study struck a few problems with different personal information of the workers. The date of birth on personnel records was especially difficult. A number of freezing workers were younger than the legal age when they started at the Works. Some had put their age up by changing their date of birth and even though they remained employed at the Works for a number of years, they never corrected their date of birth. Some older workers as they matured put their age down. Despite the challenges, the follow up for 1986 – 1994 was 96% complete for both Tomoana and Whakatu meaning the research was able to trace nearly all of those workers by various means.

The findings revealed that during the ten years before Whakatu closed both Tomoana and Whakatu workers had very similar levels of deaths and suicides. There were no significant differences in mental health admissions or cancer registrations.

The after closure study found that the group made unemployed had significantly higher levels of serious self-harm (that is suicide and attempted suicide resulting in hospital admission). It was concerning that while there was this important sign of serious mental distress, there was no increase in admission to hospital for mental illness. For other causes of death and admission to hospital the differences found were not statistically significant. It was noted earlier that plant closure studies in other countries found increased heart attacks, stomach ulcers and cancers. In this study these problems have not been found. It is thought that this may be because the average age of these groups is still quite young (36.5 years in 1986) and would not expect many of these types of illness until the average age was closer to fifty years.

In summary this research found that being made unemployed caused more people to have severe mental stress and this showed up as increased serious self-harm and suicide². The study finished in 1994 when Tomoana closed (source - Mauri Mahi, 2001).

2. The 2013 community survey indicated 17% of Whakatu 15 – 24 year olds are not in education, employment or training. This is higher than the national average of 12%. Mental health issues in this group are unknown.

Over time the economic impact of the Freezing Works closure on the Whakatu village showed through in a slowly but increasingly run down appearance. Previously, it was a thriving and bustling community that once had the largest meat company in New Zealand. The company operated a Butcher shop, provided a community hall, tennis courts, bowling club and bar and funded the volunteer fire station, fire truck and equipment. There was also a post office, grocery store, petrol station and service garage. The subsequent loss of patronage saw a number of amenities close. The few amenities that continued no longer had the support of a 2000+ workforce or a meat company that assisted with maintenance of local buildings and grounds. Whakatu began to lose its former vibrant appearance.

Shortly after the Works closed the government implemented a number of work schemes aimed at retraining people. The Whakatu Community Trust was formed to support the community and improve job opportunities for unemployed residents through government training scheme initiatives. The Whakatu Community Trust operated for a number of years. Prior to its expiry the Trust instigated the 2006 -2016 ten year 'Whakatu Community Plan'. Shortly after the ten year plan was completed the Whakatu Community Trust wound up and was replaced by the Whakatu Action Group (WAG are interested residents that meet regularly to discuss community issues).

The 'Whakatu Community Plan' set out the vision of "Whakatu 2016; A village that is friendly, safe, thriving and supported in a harmonious relationship by its industrial neighbours". In April 2004 the Whakatu Community Trust approached the Hastings District Council to help bring the plan together. Although Council worked in conjunction with the Trust to develop the plan it was wholly owned by the people of Whakatu who have been actively involved in shaping their own future.

The purpose of the 2006 plan was to improve the social, cultural, environmental and economic well- being of the community. The plan provided a framework outlining goals and actions to achieve the community vision, "Whakatu 2016; A village that is friendly, safe, thriving and supported in a harmonious relationship by its industrial neighbours.

A mural depicting Whakatu's journey from past to the future was commissioned and named Te Waka Wairua ki Whakatu meaning The Spiritual Canoe (or journey) of Whakatu. With advice from Tohunga Whaikaio Haami Moeke, the Artful Achievers Project of Jay Roberts, James Hutton, Tui Makirere-Haewera and John Roberts produced the mural. The mural was printed across the front and back cover of the plan. The mural depicts a journey from past to future. The waka represents the community, the enduring spirit of the people of Whakatu, and the Matariki constellation guides and inspires (see inside covers).

The plan provided a brief history of Whakatu, statistics about the community from the 2006 census and predicted growth patterns beyond 2006, and an outline of the communities top concerns raised during consultation.

Those concerns were categorized into three broad themes:

1.Environmental

2. Social and Cultural

3. Economic

Each theme specified a number of sub goals with particular actions, due dates and outcomes.

In 2008, a Whakatu landscape plan was also commissioned and completed. The landscape plan concerned the beautification of the residential area and river.

2006-16 WHAKATU PLAN REVIEWED

Nine years on, the Whakatu Community Plan has been reviewed. In 2013 members of the community were asked how the plan had progressed, have the objectives been achieved, does the plan still reflect the issues, needs, and wants of the community and does the community still want their vision for 2016?

Discussions at community consultation hui revealed the broad goals outlined in the 2006-16 plan were consistent with current 2013 needs and aspirations. This helped confirm comparable strategic goals through to 2020 and to analyse what has been achieved and what is still a work in progress.

2006: Three Strategic Goals

- Environmental Goals
- Social and Cultural Goals
- Economic Goals

Thirteen Specific Goals

- comprised of five sub goals
- comprised six sub goals
- comprised of two sub goals

Each of the thirteen sub goals identified –

1. Actions
2. Target dates
3. Milestones or outcomes
4. Progress partners or those involved in the actions

In 2006, a multi-partner approach was taken and included Whakatu Community, Whakatu Community Trust, Whakatu Industrial Community, Whakatu Sports Association, Hastings District Council, Hawke's Bay Regional Council, Ministry of Social Development, NZ Police, Transit NZ, Sport Hawke's Bay, Ropu Huihuinga Hauora and Heretaunga Taiwhenua.

Since 2006, a number of dedicated community members have led the charge and continue to progress the aspirations in the plan. Past progress reports from Whakatu Action Group meetings provides documentation of the milestones achieved relating to the goals and actions in the 2006 Whakatu community Plan. In 2013, analysis of the goals and actions from 2006 showed that of the thirteen specific goals and their 49 related actions, all thirteen goals have been worked on and many achieved (see tables on following pages). This is a significant success and reflects a high work rate to fulfil the communities planned aspirations. Those voluntary efforts must be acknowledged including the dedicated hard working community members we all know and appreciated.

To easily understand the following tables colour codes are used –

- green for accomplished
- blue for limited accomplishment
- red for not accomplished

Please note - 'not accomplished' does not mean the action has not been worked on.

The following table attempts to illustrate some of the 2006-16 plans objectives and results. Please note the table is indicative only and not a full or final summation.

Goal (1.1)	Action	Target Date	Outcome
To improve traffic safety and awareness	Reduce speed in residential areas	Annual Plans	Accomplished
	Reduce heavy vehicle traffic in residential streets	2006 - 2010	Mostly accomplished
	Organise traffic safety programs for children	2006 - 2008	Mostly accomplished and ongoing
	Reduce speed limit/signs for Mangateretere school	2006 - 2008	Accomplished
	Develop traffic management plan for Whakatu	2006 - 2009	Progressing and ongoing (Arterial Route)

Goal (1.2)	Action	Target Date	Outcome
To beautify Whakatu	Local area entry statements	2006 - 2009	Not completed
	Increase rubbish bins	2007 - 2008	Bins for shop area
	Maintain all Council landscape/gardens	2007 -	Accomplished and ongoing
	Landscape plan for Whakatu	2007 - 2008	Accomplished - implement 2015 - 2020
	Phone/Power lines put underground	2006 - 2009	Mostly accomplished
	Drains to be upgraded/enclosed especially Station Rd	Annual Plans	Accomplished

Goal (1.3)	Action	Target Date	Outcome
To reduce environmental pollution	Industry RMA compliance (HDC)	2006 - 2007	Routine compliance checks undertaken
	Industry register/stored substances	2007	Accomplished
	Rain gardens - industry	Ongoing	Commenced - ongoing
	Establish emergency response team and emergency plans	2007 - 2008	Not completed

Goal (1.4)	Action	Target Date	Outcome
Reduce impact of industrial - residential interface	Establish community / industry working group	2007 - 2008	Interface operated for short period
	Address concerns- heavy vehicles, dust, noise, smells, amenity	Ongoing	Progressing and ongoing
	Inform community about new industry activity/expansion	Ongoing	Progressing and ongoing

Goal (1.5)	Action	Target Date	Outcome
Enhance and maintain the awa	HBRC update community on Karamu stream project, Whakatu work commences 2011	2011	Interface operated for short period
	Improve river access	Ongoing	Progressing and ongoing
	Involve community in guardianship	Ongoing	Progressing and ongoing

Goal (2.1)	Action	Target Date	Outcome
Promote community identity and pride	Promote Essex Cres Church as a community facility	2007	Building donated to Whakatu community – Trust set up
	Research venue needs/ community focal point area	2007 - 2008	Progressing & on going
	Source funding for community facility	2007 - 2010	Progressing & on going
	Promote Whakatu as a lifestyle choice	Ongoing	Progressing & on-going - residential expansion unlikely due to Plains and Industrial Zoning

Goal (2.2)	Action	Target Date	Outcome
Enhance and maintain social networks	Encourage involvement in community activities	Ongoing	Accomplished - ongoing
	Compile distribute program flyers	2007 - 2008	Accomplished and ended
	Community Trust provide focus on economic, health, social programs	Ongoing	Mostly accomplished – through voluntary efforts
	Hold an annual lunch for elderly	Annual	Accomplished - discontinued due to low attendance

Goal (2.3)	Action	Target Date	Outcome
Support community health ventures	Deliver healthy living programs	2006 - 2007	Progressing and ongoing
	Develop walk/cycle ways recreation opportunities along the river	Ongoing	Mostly accomplished
	Promote and utilise Whakatu Sports Association facilities	Ongoing	Accomplished but up-keep of facilities beyond residents control
	Promote and support Whakatu as a holistic health centre	Ongoing	Not completed

Goal (2.4)	Action	Target Date	Outcome
Provide challenging recreational opportunities and encourage community participation	Upgrade Ngaruroro Reserve playground	2007	Accomplished
	Hold arts and crafts workshops	2008	Accomplished
	Provide activities to engage and challenge young people of Whakatu	Ongoing	Accomplished and ongoing

Goal (2.5)	Action	Target Date	Outcome
Foster acceptance for cultural diversity	Promote te reo, kapa haka, waiata classes	Ongoing	Mostly accomplished and ongoing
	Look into set up of drama classes	2008	Accomplished - tertiary avenues more suitable
	Create and support inclusive community spirit	Ongoing	Mostly accomplished and ongoing

Goal (2.6)	Action	Target Date	Outcome
Enhance community safety	Promote neighbourhood support in Whakatu	2006 - 2007	Accomplished and ongoing
	Establish neighbourhood support groups/networks	2007	Accomplished and ongoing
	Lobby for regular checks on transformers	2007	Accomplished and ongoing

Goal (3.1)	Action	Target Date	Outcome
Increase employment and training opportunities	Utilise Youth transition service to provide education, training and employment	Ongoing	Progressing & on going
	Promote encourage Whakatu industry to employ Whakatu people	Ongoing	Progressing & on going
	Develop register of local industries	2007	Accomplished
	Research opportunities for training, education and employment	2007 onwards	Progressing & on going

Goal (3.2)	Action	Target Date	Outcome
To diversify work and education opportunities for residents	Input into HBRCs passenger transport plan and lobby for public transport bus link through Whakatu	2007	Accomplished - bus link trialled, passenger usage low - not viable



HBFMC Commemorative Stone

SUMMARY OF WHAKATU PLAN 2006

The 2006 plan attained most of the specified goals within eight years of the ten year time period. Of the thirteen high level goals;

- Six had high success
- Seven goals had moderate success.

More notably, of the forty nine actions to achieve those thirteen sub goals, thirty six are accomplished or mostly accomplished, ten are still progressing and three were not accomplished, at least not yet.

The three actions not completed from the previous plan are

1. Local area entry statements
2. Establish emergency response team and emergency plans
3. Promote and support Whakatu as a holistic health centre

Local area entry statements and emergency evacuation plans (1 & 2) will be carried over as actions for the 2015-2020 plan. Promoting Whakatu as a holistic health centre was primarily driven by the now defunct Te Roopu Huihuinga Hauora previously based at the Whakatu office buildings. During the consultation phase of the 2015-2020 plan there were no strong indications to continue promoting Whakatu as a holistic health centre. Instead the desire is for healthy lifestyles and to provide local programs to assist that.

In planning it is common for high level strategic goals to be retained when updating plans. In this case the environmental, social/cultural and economic goals of 2006 are still applicable albeit defining the actions and specific pathways may differ as might the outcomes.

The 2006 plan set the momentum and was a blueprint for community forward thinking. The 2015 – 2020 plan will continue that momentum by addressing unfinished business and seek to achieve fresh dreams and aspirations residents have identified. In conclusion the Whakatu Plan of 2006 accomplished a decent amount of work. Although there is more to do, without doubt the past eight years has been productive. Well done Whakatu.

Ka mau te wehi

SECTION ONE INDUSTRY

INTRODUCTION

This chapter discusses the aim of robust and enduring Whakatu industrial and community relationships to achieve the Whakatu vision of being supported by its industrial neighbours and 100% employment. As stated in the historical chapter Whakatu has long been an industrial location of substantial significance and size. Twenty eight years on from the closure of the Hawke's Bay Farmers Meat Company, the establishment of new Whakatu based industries numbers approximately forty enterprises operating in the Whakatu industrial zone that have employees. A further five single person businesses operate with no employees. The industrial zone has space available to add more businesses over time. Potential future developments particularly the Port of Napier operating an inland port at Whakatu has significant long term implications, including off-site Port storage and distribution facilities in the Whakatu area. The water harvesting initiatives being debated in Hawke's Bay via the Ruataniwha dam, if approved will encourage additional farming, crop and horticultural exports increasing the industrial flow on activity at Whakatu.

Building a community and industry interface is the platform for 100% employment. Establishing strong and robust community – industry relationships is crucial to secure employment pathways for local residents. The chapter begins with an overview of the industrial zone on the community doorstep including economic profiling. This is followed by the community survey data that helps shape the relationship with industry. The next section outlines the organisation of the community's six strategic goals. The goals are packaged to operate as distinct entities under the auspices of the Whakatu Action Group. The goals are structured within a collective hub.

SECTION 1

ECONOMIC PROFILE

The new Whakatu Arterial road to be built by 2015 will service Whakatu as an industrial precinct. It will create an inland storage port for containers and goods destined to exit the Port of Napier which itself has no room for further expansion. The port has land in Whakatu for this purpose. The main international commodities exported through the Port include containerised items, forest products (logs, sawn timber and pulp), fruit, horticultural products, meat, wool and textile products. Imported items include chemical products, fertiliser, horticultural preparations and a range of containerised consumer goods.

An economic assessment has been undertaken as part of the proposed Whakatu Arterial Link (public notification is expected in July 2014). Economic projections discussed at previous arterial road consultation hui estimate an inland port and new industry groups establishing at Whakatu in future, will provide a significant amount of jobs and economic benefit to Hastings and the wider Hastings District. A significant number of new jobs are anticipated to be based at the Whakatu industrial area. Whakatu village is uniquely positioned to capitalise on the industrial expansion on their door step. Whilst industry growth in Whakatu is not new, the current community approach to industrial relationships is.

The Whakatu area, as represented by the New Zealand 'Census Area Unit' CAU is one of the Hastings district's key business and employment nodes. The Whakatu CAU is larger than Whakatu industrial park and includes the Tomoana area. Statistics NZ industry employment information for 2011 indicates that Whakatu is the third largest employment node in the district after the Central Hastings and combined Camberley/Woolwich CAUs.

Total full and part-time employment in the Whakatu CAU area in 2012 was recorded at 3,010. This represented 7.6% of total industry employment across Hastings district. Seasonal employment can fluctuate depending on weather and bumper or average crops.

Table 1: Whakatu Area Industrial Employment Levels 2011

Industry	Total Employment	% of Total
Manufacturing	620	24.1
Construction	40	1.6
Wholesaling	230	8.9
Transport/Storage	120	4.7
Professional/Scientific/Technical Services	70	2.7
Administration/Support Services	1420	55.3
Other	70	2.7
TOTAL	2570	-

Table 1 provides industrial employment details for the Whakatu area in February 2011 that increased to 3,010 in one year. The employment indicator covers both full and part time employees

In broad terms, the leading industry employers are, in order, administrative and support services, manufacturing and wholesaling. The main manufacturing employers are involved in food products and textiles. The main wholesaling activity concerns food and beverages.

Statistics New Zealand information indicates a significant number of business enterprises based in the Whakatu CAU area, with a total of 103 business units recorded in 2011. The leading industry categories in terms of the number of firms are manufacturing, construction, wholesaling, property operations and packaging/labelling services.

The range of some Whakatu firms based at the industrial park and their business focus include:

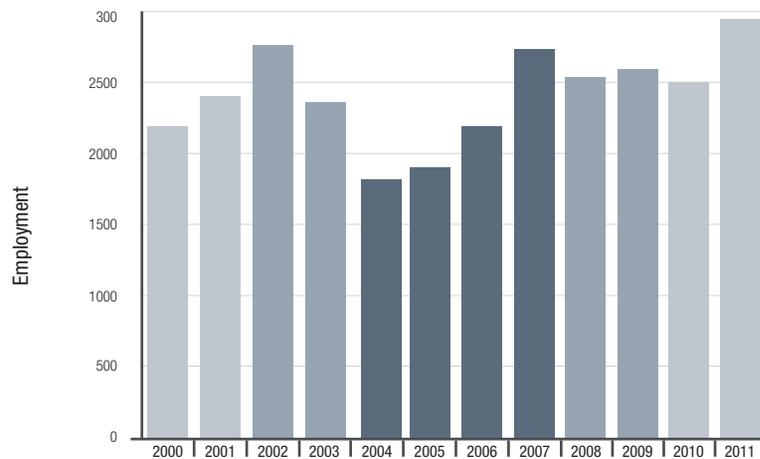
- Apollo Apples (apple packhouse and coolstore)
- Fruit Packers Hawke's Bay Cooperative (fruit packing)
- Silver Fern Farms Ltd (meat processing and marketing)
- Whakatu Coldstores Ltd (cold storage services)
- Mr Apple New Zealand (apple packing and exporting)
- NH Packing (packing squash and pumpkins)
- Carter Holt Harvey (handling/packaging of building products)
- Nimons Bus Depot (bus operations) Patton Engineering Ltd (engineering services),
- Total Lubricants (oil and related vehicle/equipment lubricants),
- Turners and Growers International (horticultural product storage),
- Etika Dairy (production of bottled milk and juice products),
- Unison Contracting (Electrical power)
- Whakatu Wool Scour Ltd (wool scouring).
- Diamond Drycleaning
- Bidvest Food Service

TRENDS

Statistics New Zealand building consent information indicates that over the 1991-2001 period, twenty five new primary production sector buildings in the Whakatu area were consented; this was followed by a further twenty nine buildings over 2002-2011. The 1991-2001 interval saw five new service sector buildings consented in Whakatu, with a further five consented during 2002-2011.

The following 'figure 1' indicates the annual trend in total Whakatu area employment, since Year 2000. Employment increased over 2000-2002, fell back over 2003/04 and generally increased again over 2005-2011. Employment in the area in 2011 was up 35% on the Year 2000 level and up 61% on the Year 2004 low-point for the whole period of 1,860. Total employment in the narrower Whakatu industrial zone last year was up an estimated 73% on the Year 2000 figure and up 30% on the 2009 level. Significant employment gain in the Whakatu area over the past five years has been recorded for fruit-growing, wholesaling, employment services and packaging/labelling industries.

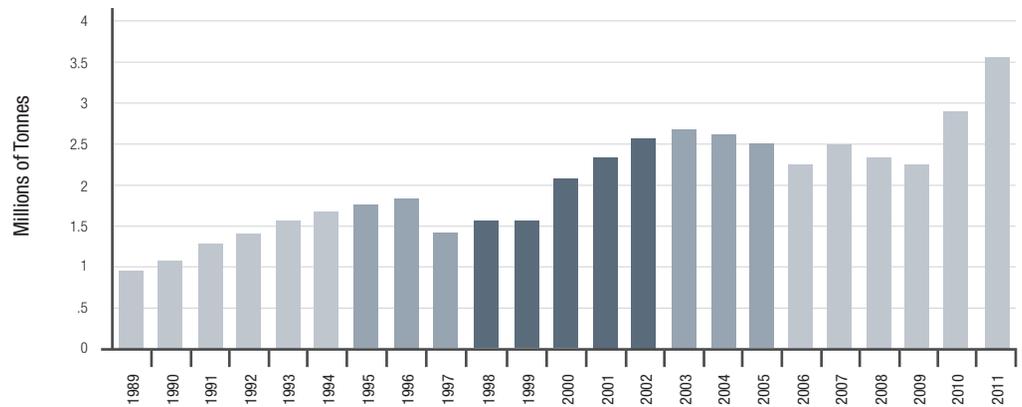
Figure 1: Whakatu Area Employment 2000 - 2011



PORT OF NAPIER

Figure 2 below indicates the trend since 1989 in total international export and import volumes handled by the Port of Napier. During the period, export volumes have risen overall by 254%, whilst import volumes have risen by 115%. Total trade volumes have risen by 223%.

Figure 2: Total Port of Napier Trade Volumes 1989 - 2011



The Port also accounts for 8% of all sea-port overseas exports from New Zealand. Last year saw a continuation of the long-term trend increase in container volumes handled at the Port. The Port Company is currently anticipating continuing annual growth in overall activity at the facility, in the order of 8% over the longer-term. Most of the growth is anticipated to be driven from outside the immediate Hawke's Bay region for example, Central North Island and East Coast forestry developments. Export growth has been led by logs, timber, wood chips and dairy products. Exports presently account for 83% of total annual tonnage handled by the Port and imports 17%.

Potential future developments related to the Port of Napier operation which could have significant longer-term transport network implications in the future, include off-site Port storage and distribution facilities in the Whakatu area and water harvesting initiatives in Hawke's Bay.

The Hastings District Council's current policy is that no further industrial land will be zoned in the Whakatu area prior to Year 2019. After then, the Council's current intention is to zone an additional 25 hectares in the Tomoana/Whakatu area.

INDUSTRY-COMMUNITY INTERFACE

The 2020 vision is, “A village community that is friendly, safe, thriving and supported in a harmonious relationship by its industrial neighbours; Whakatu 100% employed.” Firstly the notion of ‘supported by its industrial neighbours’ should be clearly understood by both the community and industry. Either sector will interpret the meaning to a greater or lesser extent. The interface stage provides opportunity for dialogue to discuss how our industrial neighbours can support the vision as different businesses will agree to different support statements relevant to their needs.

In January 2014, the Whakatu community undertook its own industrial survey at Whakatu industrial park. Of the thirty eight businesses in the sample eighteen completed the survey. The businesses employ 2,349 staff in a number of different ways including seasonal work. This number is the lower estimate and depending on the size of seasonal crops staff numbers may reach 3,000

The 2014 industry survey showed some encouraging support responses to the community vision and aspirations. All employers that responded to the survey said they would welcome locals in their workforce and reasons ranged from, “close by and no transport issues; we want to support the locals; and great to see the community trying to help itself.” Two survey comments reflect the importance of a close relationship between the community and businesses

1. *“We do not appear to see many applicants coming forward for the local community and wonder how much locals know about opportunities with Mr Apple NZ Ltd.”*
2. *“Great initiative, look forward to working together.”*

Eleven of the seventeen employers wish to assist with Whakatu 100% employed and a further two indicated ‘maybe’s if they could.’ Twelve employers were keen to assist and learn more about a community youth strategy (see page 43).

Knowledge that industry is willing to support the community vision informs the community plan. The plan identifies priorities - priorities require pathways - pathways require actions. The actions must also safeguard the broad industry commitment ‘to support the locals’ by ensuring opportunities are wisely managed. This calls for a professional approach to engage corporate businesses, build a relationship of trust and provide employees worth investing in.

The ever present threat of change in any support arrangement must be implicitly understood and to an extent be expected particularly where business is concerned. Change brought about by political or legal decisions should not be a pretext to end or strain a relationship rather a challenge to overcome.

Other interface issues that emerge from time to time concern environmental issues. Whilst both industry and community are likely to agree and support the intent of having a healthy environment difficulty may arise over the options used to achieve that, how much it will cost, how long it will take and how effective it is. The ongoing impact of industrial odours highlights that notwithstanding the community’s patience and long suffering.

NET BENEFIT TO WHAKATU

1. Interface improves communication
2. Harmonious relationship with industry achieved

E TU WHAKATU: A SURVEY OF THE WHAKATU COMMUNITY 2013

INTRODUCTION

Drafting of the Whakatu community plan commenced in mid-September 2013. The first of four consultation hui to gauge and confirm the communities future aspirations was convened on September 30th. In extrapolating aspirations at the hui there were strong statements made. Including a reminder that before we undertake new goals there are unresolved community issues yet to be addressed concerning industrial impacts and infrastructure.

There were also positive statements made urging residents to “utilise industrial opportunities at our door step”. One member expressed the view that, “the promise of success starts in the home and the pathways to success require families to take more responsibility.” In contemplating the future a leading community priority emerged concerning employment prospects and future careers for Whakatu children and youth. With many industrial neighbours close by the community saw merit in advancing career and skilled work opportunities for young people. As a result the community vision from 2006 was considered ‘still relevant’ and has been retained for 2015-2020 with the addition of ‘Whakatu 100% employed’.

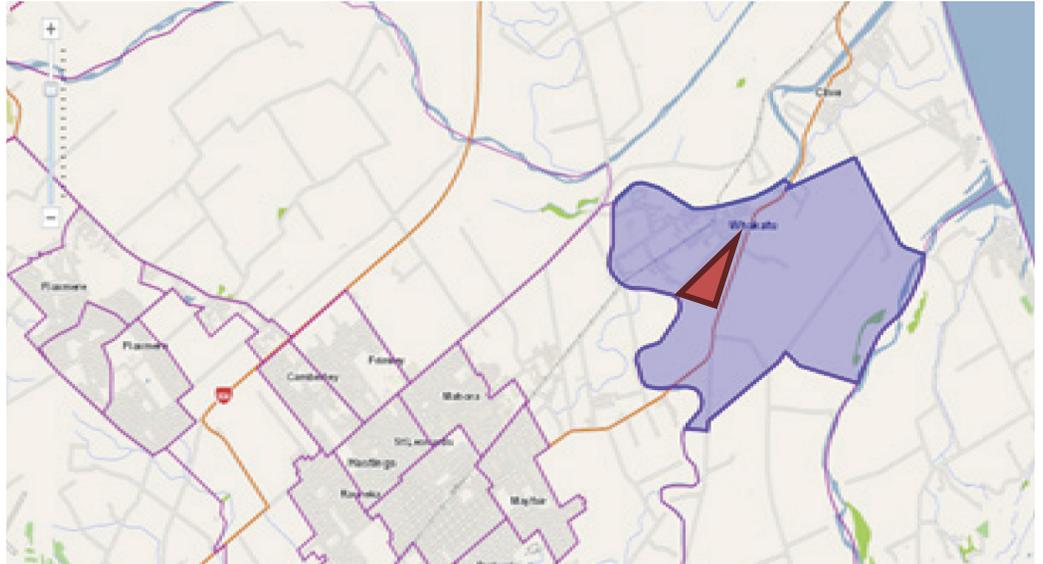
Recent TPK sponsored individual Whakatu whanau ora plans (12) indicated areas whanau desired to improve and includes educational qualifications, employment aspirations, business opportunities and healthy lifestyles. These areas were consistent with community ambitions forthcoming at the consultation hui discussions meaning outcomes from the 2020 Whakatu community plan will assist aspirations in the twelve individual whanau ora plans.

The first of six strategic goals was identified as ‘Employment’. Korero describing the plight of Whakatu youth provided the 2nd strategic goal, ‘Youth’. Concerns over numeracy and literacy, job qualifications and skills provided the 3rd goal, ‘Education & Training’. The three goals from the 2006 plan, Social/Cultural, Economic and Environment were retained as further aspirational ideas crossed into all those areas. (Note: Social/Cultural has been renamed Community Wellbeing).

In addition to the consultation meetings a community survey was developed. The main focus of the survey was to assess the aspirations expressed at hui through questions to the wider community and use that data to inform the plan and design pathways to attain the vision. Statistical and demographic data gauged the extent of what will be required to accomplish the goals. The NZ Census data for Whakatu (used in the 2006 plan) covers a larger area and does not provide an exact picture of the Whakatu residential situation hence the necessity for a more precise survey became obvious.

THE DEMOGRAPHY OF WHAKATU

According to the New Zealand census the residential population of Whakatu numbers 822 people (NZ Census 2013). The Whakatu census boundary is larger than the traditional Whakatu residential zone built around the former meat works. The NZ census area for Whakatu includes Richmond Road, Mill Road, Lawn Road, Mangateretere and the Whakatu industrial and residential zones.



Map 2: Census map of Whakatu area in purple; residential area in red.

Whakatu		
2001	2006	2013
834	843	822

The above NZ census ‘usually resident population’ for Whakatu over the past three census reviews fluctuates from 822 – 843. However the Whakatu census area is not used for the purpose of this community plan. As shown in the above map the Whakatu census area includes places and roads that do not associate themselves to the traditional Whakatu residential zone. Use of Whakatu census data may misrepresent the Whakatu residential statistics. The Whakatu residential community (red triangle in above map) is the focus of this community plan and was surveyed to acquire accurate and specific information on the people who live beside the Whakatu industrial zone. The household survey was conducted in December 2013.

SURVEY SAMPLE

The sample was drawn from the urban area of Whakatu that encompassed the following streets:

- Essex Crescent
- Railway Road
- Avison Lane
- Station Road
- Groome Street
- Ngaruroro Avenue
- Bowen Place
- Buckingham Street

HOW THE ESTIMATE WAS CALCULATED

The Whakatu residential community comprises 157 households with an unconfirmed estimate of 540 residents. The estimate of the resident population in the survey area assumes that question eight in the household questionnaire was answered accurately and make-up of households for those where data was not available was similar to those where there was.

The Household survey sample was 125. However, there were thirteen missing or incorrect responses for question 8 (number of people in the household) so the actual sample used for this analysis was 112. Data indicates 385 people were resident in the 112 households where data was available. This gives an average of 3.44 people per household. Of the 157 households identified as eligible for the survey 45 did not have any data (not completed questionnaire (n=32) or questionnaire incomplete (n=13)). If we assume that those households where no data was available had similar household composition to those that did we can multiply the average number of people per household (3.44) by 45 to get an estimate of 155 people living in households where no data was available and a total estimate of 540 (155+385) people living in the survey area.

Two surveys were administered in this area. The first was a survey of households and the second a survey of rangatahi. Eligibility criteria for the household survey were 'people normally lived in the household, the person completing the questionnaire normally lived in the household and the person completing the questionnaire was aged 15 or older'.

Eligibility criteria for the rangatahi survey were – 'the participant(s) normally lived in the household and were aged between 15 and 24 years'. One hundred and fifty seven households were identified as being eligible to participate in the surveys and questionnaires were delivered. One hundred and twenty five household questionnaires were completed and returned giving an 80% response rate for the household survey. Data from the household survey indicated that 56 rangatahi lived within those households that participated in the survey. This is equivalent to an average number of 0.45 rangatahi living in each of the surveyed households. If this average is applied to those households that did not participate in the household survey (n=32) the estimated number of rangatahi resident in the survey area is seventy. A total of forty two completed rangatahi questionnaires were received. This gives an approximate rangatahi response rate of 60%.

A questionnaire was developed for the each of the respective surveys. The Household questionnaire collected data on household demographics as well as the respondent's own personal perceptions of the Whakatu community. The rangatahi questionnaire collected information on personal perceptions of the Whakatu community and participation in education and employment.

The following seven pages contain the data findings from the Whakatu household survey report. The results report has been written to inform the Whakatu community plan and is not to be circulated as an independent report. The rangatahi survey results are interwoven throughout the youth strategy section.

HOUSEHOLD SURVEY FINDINGS

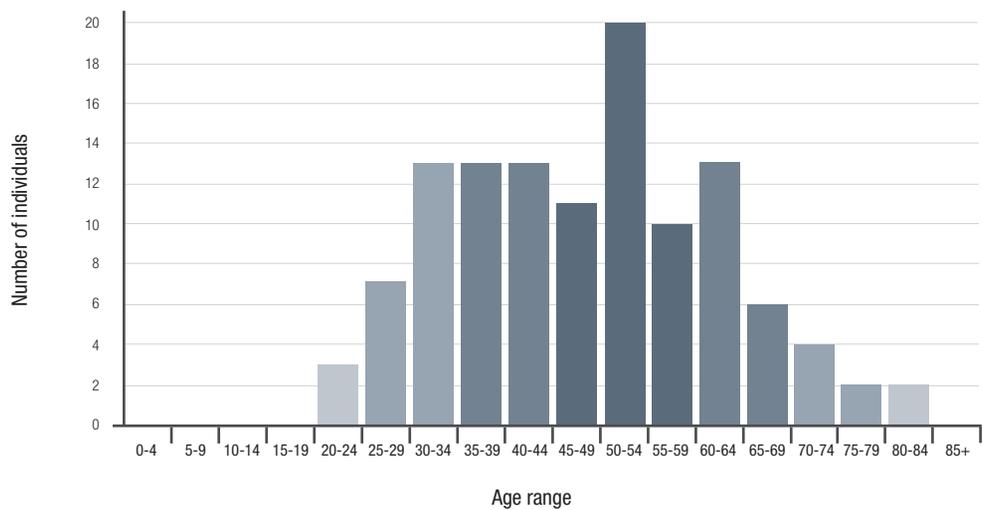
This section presents the results from the Household Survey.

HOUSEHOLD SURVEY RESPONDENT DEMOGRAPHICS

GENDER AND AGE

- Number of households that participated in the survey = 125
- Females appeared to be over-represented (n=80, 65%) among household respondents
- Most respondents were aged 30 to 64 (*Figure 1*)
- The mean age of the respondents was 48 years

Figure 1: Age distribution of Household survey participants



10 participants did not provide their age.

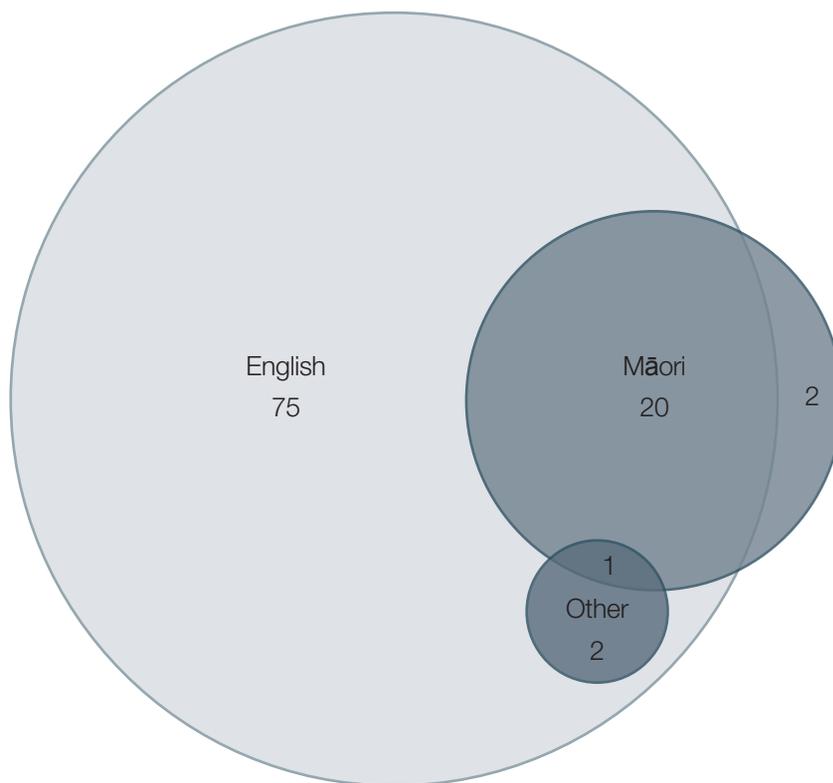
ETHNICITY OF RESPONDENTS

- Participants could indicate more than one ethnicity
- 75 (60%) respondents identified as Māori, 60 (48%) as NZ European and 5(4%) as Pacific
- 6 (5%) indicated a Pacific or other ethnicity

LANGUAGES SPOKEN BY RESPONDENTS IN THEIR HOME

- 121 (98%) household survey respondents said they could have an everyday conversation in English (figure 2). Of the 121 participants 95 (77%) could only converse in English
- 29 respondents (23%) could have an everyday conversation in Māori. Of the 121 participants 3 (2%) reported they only converse in Māori
- 26 households (21%) could converse in either English or Māori
- 4 households (3%) could speak a language other than English or Māori

Figure 2: Languages spoken by the household survey participants in the home

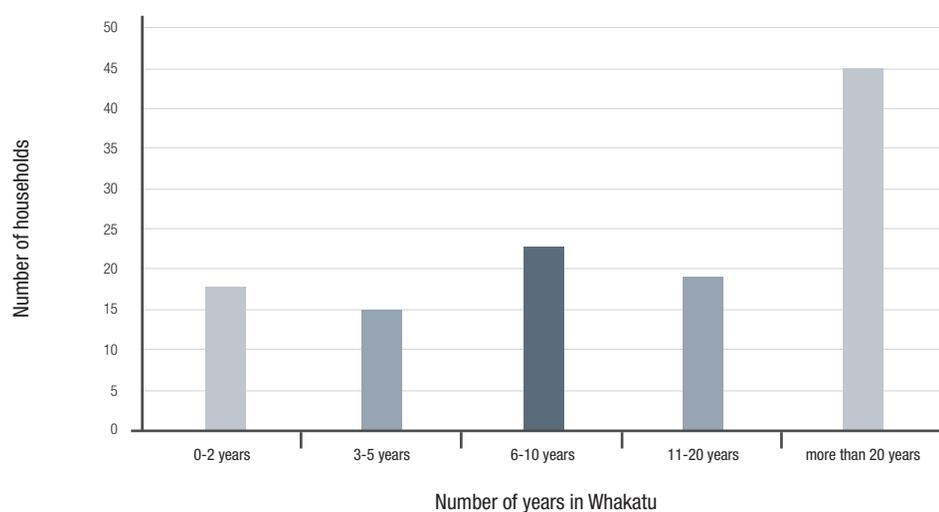


1 participant did not provide ethnicity information.

YEARS OF RESIDENCY IN WHAKATU

- Over half (n=64) of the household survey respondents reported they had lived in Whakatu for 10 or more years and most had lived in Whakatu for over five years (Figure 3).

Figure 3: Years of residency in Whakatu



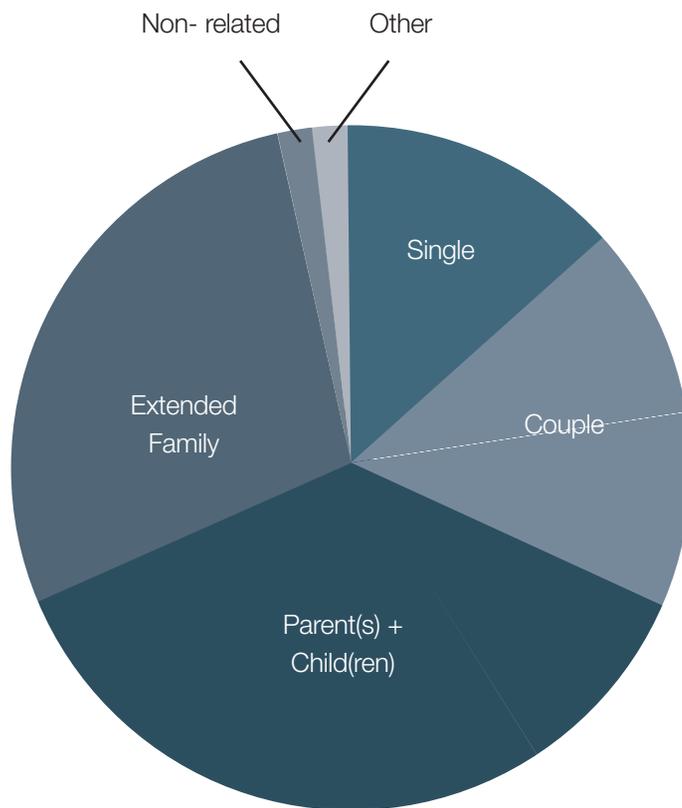
5 participants did not provide information on residency.

OTHER HOUSEHOLD MEMBERS

Household survey participants were asked to list how many people in total, how many children aged under 15, and how many rangatahi aged from 15 to 24 years, normally lived in the household.

- 49 respondents (40%) reported their partners and children lived with them (*Figure 4*)
- 32 respondents (26%) reported having extended family living with them. Of these 32 respondents, half reported other household members included grandchildren
- 20 respondents (17%) only lived with their partners
- 16 respondents (13%) lived on their own

Figure 4: Other people living in households with survey participants

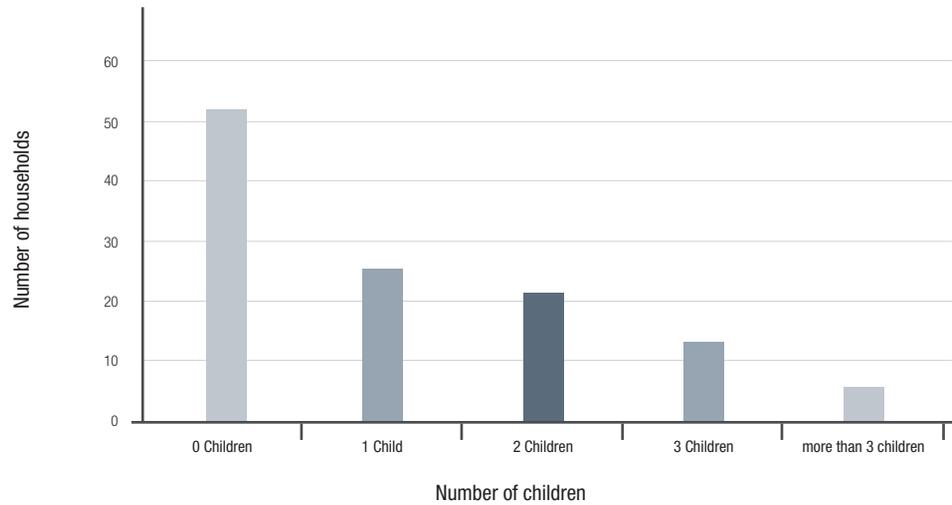


4 participants did not provide information on this question.

CHILDREN LIVING IN HOUSEHOLDS

- 52 household survey participants (44%) lived with no dependent children under the age of 15 in the home (*Figure 5*)
- 46 participants (39%) lived with one or two children
- 20 (17%) lived with at least 3 children

Figure 5: Number of children living in households

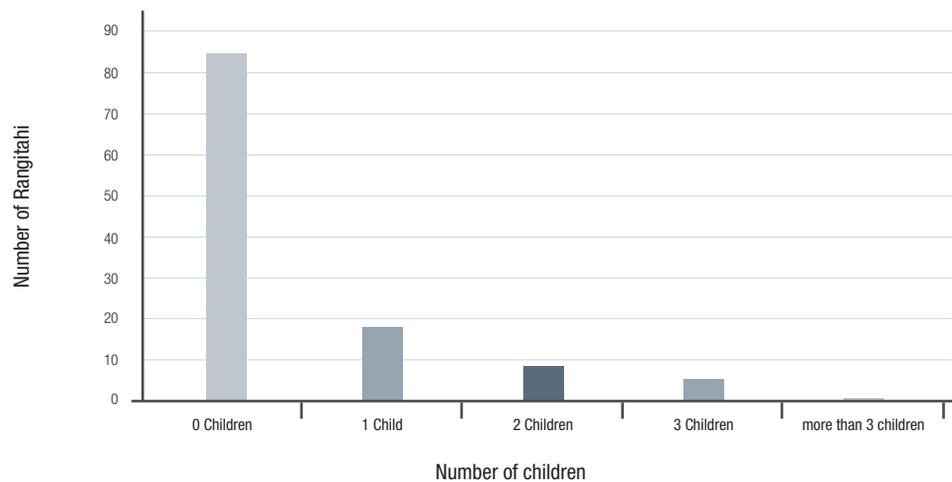


7 respondents did not provide details on dependent children in the household.

RANGATAHI (15 TO 24 YEARS) LIVING IN HOUSEHOLDS

- 85 Household survey respondents (72%) had no rangatahi living in them (*Figure 6*)
- 27 households (23%) had 1 or 2 rangatahi
- 6 households (5%) had at least 3 rangatahi

Figure 6: Number of Rangatahi (15 to 24) living in households



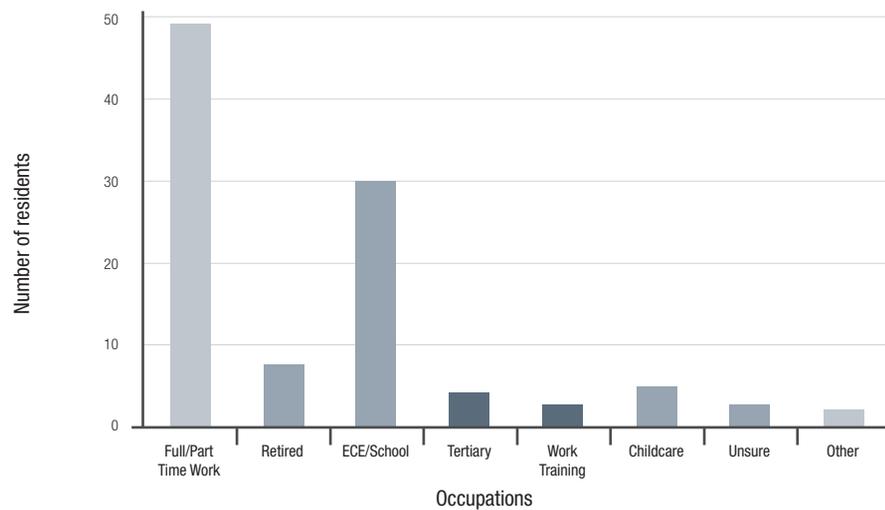
7 respondents did not provide details on the number of Rangatahi in the household.

OCCUPATIONS OF HOUSEHOLD RESIDENTS

Household survey participants were asked to list the occupations of other household members. 119 respondents answered this question. There was a total of 382 residents living in these households.

- About half (48%) of household members were reported as being currently in full or part time work
- 115 (30%) were reported as attending an early child hood centre or were in school
- 15 (4%) were in tertiary education.
- 27 (7%) were retired

Figure 7: Occupations of household members



RESIDENCY OVER NEXT 5 YEARS

Participants were asked if they would still be living in Whakatu 2018 (5 years on from survey).

- 77 household survey participants (62%) said that they would remain living in Whakatu.
- 10 (8%) said they will not be living in Whakatu.
- 37 (30%) reported they didn't know where they would be living in the next 5 years.

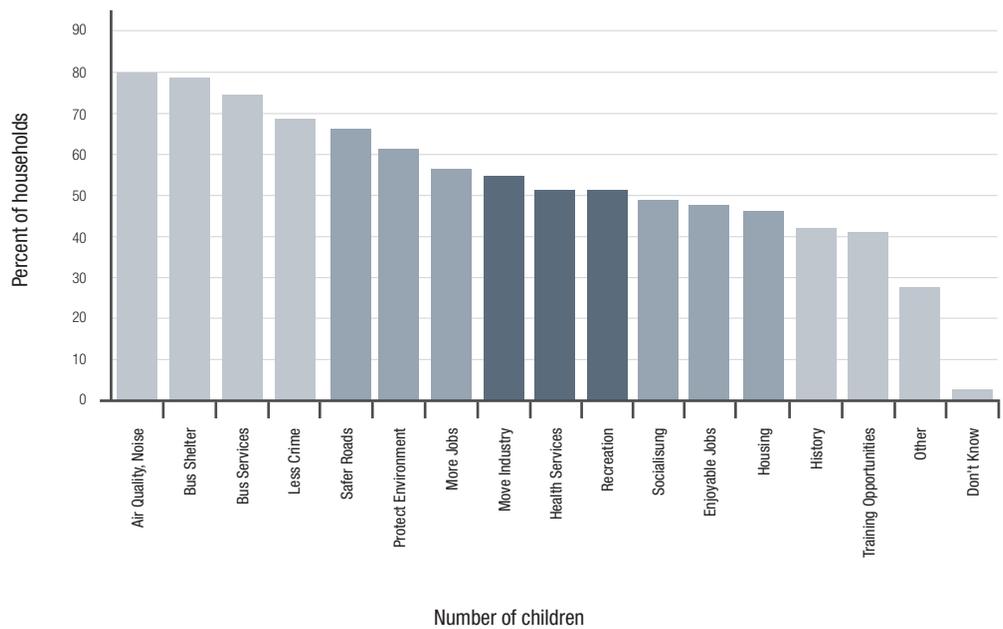
ASPIRATIONS FOR THE COMMUNITY AND ENGAGEMENT IN THE COMMUNITY

The final questions in the household survey questionnaire investigated what respondents thought would make Whakatū a more appealing place to live.

- The most common response (80%) was a desire for improvements in air quality and noise
- Most also wanted improvements in bus shelters (80%) and better bus services (75%) in the community

Crime and safer roads were also seen as important

Figure 8: Occupations of household members



3 respondents did not answer this question.

ENGAGEMENT IN VOLUNTARY WORK

Respondents were asked about their engagement in voluntary work as an indicator of community participation. The rate of participation in voluntary work in the Hawke's Bay area is 14% and is the same as the national rate (2013 census).

- In 4 weeks before the survey 19% of participants reported they had undertaken voluntary work.

SUMMARY

The main focus of this survey report was to identify key themes to help inform the development of a community plan and make Whakatū 100% employed!

EMPLOYMENT

Half (48%) of the household respondents that participated in the survey were either in full time or part time work. The remaining 52% were predominantly individuals who were currently attending school. Only 4% of Whakatū residents are neither working, training or in the labour force.

EDUCATION

About three quarters (76%) of the Rangatahi had already obtained some sort of high school qualification (including those still at school). Excluding Rangatahi still in school, only four hadn't received any school qualifications. 8 Rangatahi (24%) had gained qualifications since high school. Of these, three had gained university degrees.

NEET

The 'Not in Employment, Education or Training Indicator' otherwise known as NEET was developed to measure youth employment and training involvement. Of the rangatahi sample (n=42) 17 were working and 18 were studying. Two Rangatahi were caregiving and five were unemployed.

This gave a NEET indicator of 16.7%. This is higher than the 2013 National NEET rate of 11.9%.

OTHER KEY FINDINGS

- 62% of Household Survey participants were certain they would remain in Whakatū over the next five years.
- 26% of households included extended family.
- 19% of Households Survey participants had done voluntary work in the last four weeks. This is higher than the national rate of volunteering of 14%.
- Most rangatahi were aspirational and positive about their future.
- Many rangatahi expressed a desire to develop professional careers.

WHAT WOULD MAKE WHAKATU A MORE APPEALING PLACE TO LIVE

- Improved air quality and noise reduction, bus shelters and bus services were the leading aspirations of household respondents. Rangatahi also desired more jobs and better recreational facilities

NET BENEFIT TO WHAKATU

1. Most up to date survey of the community status
2. Status data identifies gaps to close

SECTION TWO

STRUCTURE AND ORGANISATION

INTRODUCTION

To date the Whakatu community has not fully utilised its industrial opportunities in any formal or structured way. The Plan will help address this. While there have been previous community attempts to engage industry around environmental issues and to establish methods of engaging there has not been any clear strategic focus nor has there been a stable relationship management process for long term continuity. Nonetheless, despite the community's previous interface attempts being somewhat reactionary to industrial impacts the seeds are sown for a more structured focus this time around.

ORGANISATION

The Whakatu community plan has a clear and distinct point of difference which distinguishes it from all other community plans. The community is on the doorstep of the Whakatu Industrial zone with approximately forty existing businesses, many are large employers and further industrial growth is expected. As significant employment and economic opportunities exist for the community ensuring ongoing access to those opportunities is crucial.

To achieve the vision, "Whakatu 100% employed" requires up to date information on the status of the community's educational and employment statistics. Information from the community survey provides that. However, before designing and implementing any career or employment pathways the obstacles to a community plan succeeding had to be deliberated. Some pitfalls included:

- The commitment of the 2006 plan's multi-party approach was less effective than desired
- Implementation of objectives fell upon the 'same ones' to do much of the work risking burnout of the community's most active people
- Regular monitoring and evaluation of the plan was random.
- There was no clear strategy or structure for a harmonious relationship with industry.

Constant improvement necessitates finding better ways to do things. Improving the plan begins with a more focussed approach to implementing actions through to 2020. The community hui and surveys identified six strategic goals to be accomplished. These goals form a collective hub albeit they have been set apart as distinctive portfolio's and each one is organised to concentrate and deliver on its priority actions. Placing the six goals as standalone streams of work allows people to choose one that interests them and to focus their efforts on accomplishing that goal without side tracking into another work stream. A focussed approach aligns resident's interest, expertise and skills to a specific goal and that improves chances of succeeding. The community has shifted from ten year planning to five year planning with expectation for swifter outcomes.

The Youth, Employment and Education and Training goals will achieve outcomes for local youth, adults and families in qualified jobs or labouring/seasonal work, careers, trade training, skills training, youth educational support and leadership. Outcomes for economic development, community wellbeing and the environment will also be delivered. Streamlining the strategic goals into a hub with each one delivering programmes of work suited to its outputs is the most effective way forward to 2020 and elevates the chances for external funding or other backing.

HUB STRUCTURE

The Whakatu community seek to be 100% employed. The project control group believe this is achievable and consider the wider Hawke's Bay community should also benefit from Whakatu industrial opportunities. The coordinator will move the Whakatu community towards "100% employment" and simultaneously assist the wider Hawke's Bay district with employment opportunities. The coordinator role is pivotal in building and managing the relationship with employers, securing vacancies and referring capable candidates. The hub portfolios will kick in to support qualifications, up skill needs, interventions, further training or other courses and mentoring.

Implementing the six strategic goals over a five year period needs the optimum chance of success and a focussed approach illustrates how the Crown's financial investment in the Whakatu Community Plan can result in a substantial economic return on that initial investment. It is an understatement to say this is a community initiative that has immense potential.



The Whakatu Action Group integrates the community goals via the hub and empowers each goal to undertake its own engagement phases of work. As such the relevant goal becomes the interface between the industrial sector or government agencies, Council's, Tertiary institutes, NGO's or other networks appropriate to the purpose or circumstance at hand. WAG shall determine the reporting system of the hub. To suffice, each goals, actions and relationship activities when engaging external organisations with a similar purpose is more synergistic, aligned and more effective.

The primary function of WAG is to oversee the Whakatu Community Plan and support delivery of its objectives or assign a group to do that. As various WAG members will have lead roles in the six strategic areas progress reports and assistance requests will comprise a great deal of the interaction between WAG and the Hub. Some goals may intersect each other through overlapping actions. The youth portfolio is closely interwoven with the employment and education/training so cross-over of roles is expected but can be managed by the coordinator. All goals require community volunteers however all six need not commence immediately

OPERATING PRINCIPLES

In most organisations the terms of engagement are based upon founding principles to ensure internal and external parties are aware of what the values are. WAG should ensure guiding principles are installed for the hub operations.

The following is an example of conceivable guiding principles.

Each portfolio will strive to achieve the actions outlined in the 2020 plan. For the benefit of the Whakatu community and people the following statements are agreed to by all persons involved in the hub;

- All will work in a spirit of co-operation
- All are equally important
- Each will adopt a positive and collaborative approach to fulfil actions, including acting fairly and in good faith, with integrity, honesty and high transparency and accountability when engaging external entities
- Each recognise and acknowledge the benefit of working together and sharing their knowledge, expertise and experience
- All to respect each other's independence, individual mandates, roles and responsibilities
- Every person is to seek out the best available knowledge, networks and resources to succeed
- All acknowledge the community is evolving and learning

This hub structure has a shelf life of five years and will require restructuring by 2020.

VOLUNTEERS

Most community groups have dedicated people who provide voluntary service to their communities.

Whakatu has a number of residents who have served the community well for many years and will continue to do so. Under this structure volunteers choose one portfolio to work with. Instead of stretching their efforts across many topics their energy is concentrated on one goal and its actions. The days of limited numbers of volunteers having to divide their time or having to cover everything needs to change. For that to succeed requires more community volunteers to come forward and optimistically the single goal approach may inspire that. At the outset some volunteers may assist with one or two goals until more helpers come forward.

At the third community hui held in March 2014, residents were informed of the six strategic goals. Attendees were asked to ponder which of the six goals interested them and if able, to help out with that goal in the future. Volunteer's with prior knowledge or experience in any of the six fields is added value.

Succession planning at the community level has not been a priority. Encouraging voluntary support should become more proactive and more youth should be encouraged to participate. The Whakatu household survey measured voluntary service at 19%, slightly higher than the Hawke's Bay average although that does not mean the 19% volunteer or participate in Whakatu community service projects. Community volunteer work can be rewarding and at times it can also be challenging and difficult. Actively inviting more people to participate in the Whakatu Action Group is recommended.

IMPLEMENTATION

On completion of the Whakatu plan in April 2014, coordinating the pressing goals for employment, youth and education/training will commence immediately. First up is to establish the necessary set up procedures, networks, relationships, vacancy agreements, build a database and other pressing actions. The set up phase will take the remainder of 2014. From 2015 onwards the employment service becomes fully operational. Securing ongoing implementation funding for the life of this plan and specifically for the Employment, Youth and Education/Training strategies is necessary. Industries, Councils and government agencies will be approached to support resourcing of a community coordinator position and implementation of the above goals.

The three remaining strategies should search out applicable funding streams. Whilst there are funding avenues available for specific community activities and some environmental projects there is no guarantee applications will be successful.

SUMMARY

A well organised community can work efficiently and get ahead in a short time period. Local and central government organisations and private enterprise acknowledge the sense in community groups having structure and duly take confidence the community is more capable to deliver on work streams. With organization more effort, support and investment eventuates than without it. Investment for a community coordinator role is the most critical area as engaging businesses for career and job placements and job training opportunities is strategically essential to the community.

Without a streamlined approach the community may view the vast amount of work signalled in this plan as daunting and people may otherwise become less inclined to help. Allocating the work streams into six components offers people a single work stream to support and that is more convenient and practical. Accomplishing the 2020 vision is reliant on voluntary community expertise in the right place and with a manageable work load. It's all about accomplishing goals and the growth of people.

NET BENEFIT TO WHAKATU

1. A professional structure for external engagement
2. Volunteer participation is focussed and manageable

SECTION FOUR

SIX GOALS

THE SIX STRATEGIC GOALS

This chapter is the crux of the Whakatu community plan. The chapter has six sections outlining each of the six strategic goals identified by the Whakatu community. All the strategic goals are discussed independently and express a variety of actions, ideas and projects to move the community toward an accomplishment of their goals.

Nonetheless, no matter how well thought out a plan is there will always be barriers to overcome and occasionally an immovable object gets in the way. The plan offers solutions but does not have all the answers hitherto knowledge and confidence that the community can adapt to the unforeseen and improvise is proven through their past experiences. The resilience of Whakatu is carried on the shoulders of optimism and the ethos that anything is possible.

All six goals should seek relevant funding as or when the need presents itself. Of the six goals outlined in this chapter the Employment, Youth and Education/Training goals signal coordinator and project funding as a requisite to achieve the 2020 community outcomes of full employment, highly skilled people, strong leadership and higher median incomes. The critical engagement with industries, facilitating career and employment pathways, coordinating candidates and skills is too much to expect of a volunteer or part time person. The provision of employment opportunities and youth careers and trades will return economic benefits to the community, the district, the region and nationally. Five distinct projects are listed and seeking funding is recommended. Four of the projects have direct economic benefits and one is of social and environmental benefit (beautification).

The chapter includes references from the community household survey and the industry survey.

YOUTH GOAL

“We applaud the ideals and targets the community is setting for itself. What needs to be instilled in the youth and supported by whanau and community is the importance and value of general education at high school level. This is the foundation for getting a start in employment”

(Quote from Employer, Whakatu Industry Survey 2014)

INTRODUCTION

2014 media articles have highlighted a growing worldwide issue concerning youth and employment or more directly a lack of employment. The 2009 ‘Arab uprising’ has seen Middle Eastern countries rocked with protests and ruling powers toppled. Much of the unrest and protesting is due to the young generation lacking employment opportunities or financial security with little hope of a brighter future. Many University graduates having completed their degrees are not finding work and join protest movements. Similar scenarios have occurred with youth in European countries laden with debt, unemployment and austerity programs. Italian youth unemployment (15-24yrs) in December 2013 reached 41.6%. In many countries an aging workforce are staying in jobs longer and youth are finding increasing difficulty in securing employment.

New Zealand is not immune to this global dilemma and has similar youth issues. The 2013 census indicates the New Zealand population since 2006 census is getting older. The number of people aged 50–69 years rose to 989,364, an increase of 21.5% since 2006 and an aging NZ population is likely to remain employed for longer. As a result entry level jobs are subsiding as employers are putting a premium on skills and experience. The 2013 Child Poverty Report by the children’s commissioner Dr Russell Willis advises 270,000 New Zealand children in poverty (the poor are generally low skilled) and this too adds ominous social consequences. Within Hawke’s Bay employment issues facing youth are being examined and initiatives such as Youth Futures and Maori and Pacific Island Trade Training schemes are actively seeking ways to address real concerns. The Whakatu community must do the same for its youth and become more self-reliant in assisting local young people into meaningful education matched to employment and provide positive future financial prospects for youth.

This chapter provides a youth strategy to improve the prospects and opportunities for Whakatu young people aged 15 to 24 years. Whilst there are existing youth group activities in Whakatu for children under that age bracket a discussion must occur amongst community youth leaders on transitioning under 15’s towards career and educational aspirations.

The chapter contains background census data and the community survey results to contextualise Whakatu youth circumstances. The strategy aims to place young people in careers with local businesses by way of education, training and employment pathways notwithstanding seasonal and labouring jobs for those preferring manual work. An entrepreneurial module idea is discussed on raising youth awareness about the business world to encourage innovation and self-employment. Leadership as an important component of youth development is included.

The youth strategy is wide ranging and youth assistance will require input from the whole community. The end game is Whakatu youth fully participating in the community and economy by attaining skills, qualifications, careers and employment opportunities.

WHAKATU YOUTH DEMOGRAPHICS

The 2013 census shows unemployment increased since 2006, but was slightly lower than in 2001. The unemployment rates for the last three censuses were:

- 2013 – 7.1 %
- 2006 – 5.1 %
- 2001 – 7.5 %

Consistent with global trends unemployment was higher for the 15–24 year age group than for the labour force overall. In 2013, the census unemployment rate for this age group was 18.4% (NZ Census). The Whakatu survey had 125 households participate from the 157 canvassed. Data from the Whakatu household survey indicated that fifty six rangatahi lived within those households that participated in the survey. This is equivalent to an average number of 0.45 rangatahi living in each of the surveyed households. If this average is applied to those households that did not participate in the household survey (n=32) the estimated number of rangatahi resident in the survey area is 70. From the 125 household surveys returned a total of 42 completed rangatahi questionnaires were also received. This gives an approximate rangatahi response rate of 60%.

Employment Whakatu Rangatahi (n=42)		
Status	Number	%
Working	17	40.5
Studying	18	42.9
Not working because children at home	2	4.8
Not working and no children at home	5	11.9
NEET Indicator	7	16.7

NEET = Not in Employment, Education or Training, and differs to straight unemployment data.

43% of rangatahi were studying or planning to study in 2014, 41% of rangatahi were working

- Table 1 indicates that most rangatahi were either working or studying³
- 7 (17%) rangatahi were identified as “NEET” according to Statistics New Zealand definitions.
- If caregivers are excluded from the calculation this figure reduces to 5 (12%)
- Of the five respondents not working and no children at home, their primary activities included being on ACC, voluntary work or looking for a job.

The majority of Rangatahi in Whakatu were studying at school rather than a tertiary institute. The following is a table of the schools and institutes indicating how many rangatahi are attending.

3. The survey was conducted in December 2013, after the school term had ended for the year. Participants were instructed to indicate they were “studying” if they intended to return to school or attend a tertiary institution in 2014.

Table 1: Schools and Tertiary Institutes attended

School or Tertiary Institute	Number of Rangatahi
Havelock North	4
Karamu High School	2
Hastings Girls High School	2
Hastings Boys high School	1
Napier Boys High School	1
Taikura Rudolph Steiner School	1
Lindisfarne College	2
Eastern Institute of Technology (EIT)	3
Polytechnic	1
Waikato University	1
Victoria University	1
Correspondence Te Kura	1

11 youth stated they will not study in 2014.

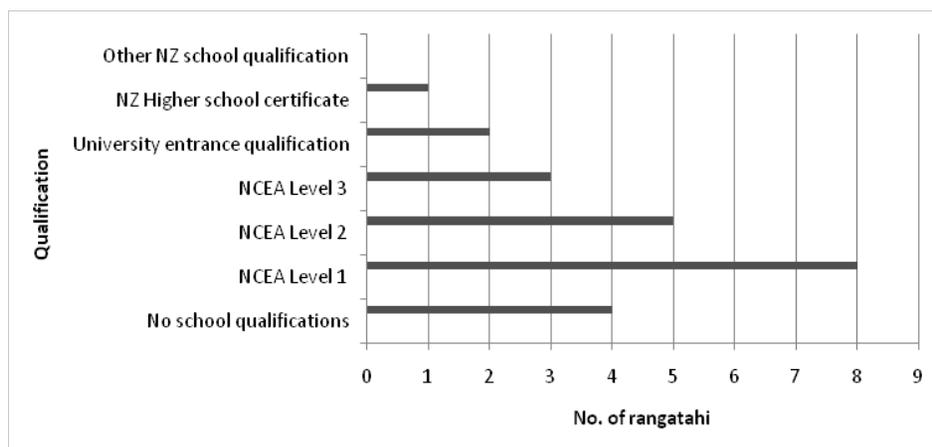
Overall Whakatu school age youth fall into three general categories.

1. Those who drop out of school with little or no NCEA accreditation levels
2. Those who are high achievers and most likely to go on to tertiary studies
3. Those somewhere in the middle, who do okay at school, are not high achievers but are not drop outs .

Fortunately most Whakatu rangatahi surveyed are in category 2 and 3. This bodes well for career opportunities and potentially lowers the need for interventions. The high availability of seasonal labouring work in Whakatu may assist category 1 school leavers find employment.

HIGHEST SCHOOL QUALIFICATIONS

- 4 Rangatahi had no school qualifications
- 8 Rangatahi had attained their NCEA Level 1 certificate
- 5 Rangatahi had attained their NCEA Level 2 certificate
- 3 Rangatahi had attained their NCEA Level 3 certificate



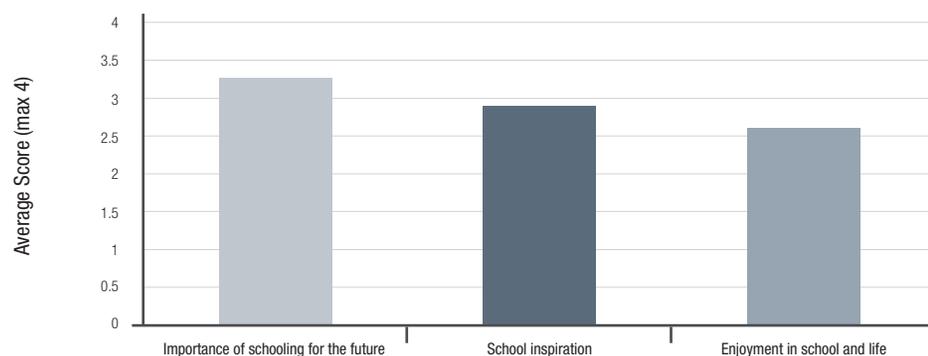
Note: This excludes rangatahi still in school. 4 Rangatahi did not answer the question. Of the 4 Rangatahi that had no school qualifications:

- 2 were currently working
- 1 intended to work in the near future
- 1 intended to study towards a qualification next year

The community survey also sought information from youth on their view of education. Questions were grouped into three categories: Importance of Schooling for the Future, School Inspiration, and Enjoyment in School and Life. Positive questions were reverse scored. Answers were then averaged for all three categories. A maximum score of 4 indicates maximum perceived importance, inspiration, or enjoyment.

- Average score Importance of Schooling for the Future: 3.3
- Average score School Inspiration: 2.9
- Average score Enjoyment in School and Life: 2.7

Figure 9 : School Aspirations



Whakatu youth still at school have a reasonably high understanding of the importance of schooling for the future however their inspiration or enjoyment at school appears more subdued. The community must continue to encourage families to promote the importance of schooling and education. Families should discuss with their youth things that may help with school enjoyment and inspiration issues.

RANGATAHI NOT AT SCHOOL

Rangatahi were asked a number of future aspiration questions as part of a Student Aspiration Survey developed by Jonathan A. Plucker. Those rangatahi who weren't at school were not asked questions related to being at school.

- The average score for belief in future appeared to be relatively high at 3.2 out of 4
- Similarly the average score for future ambition was also high at 3.2 out of 4

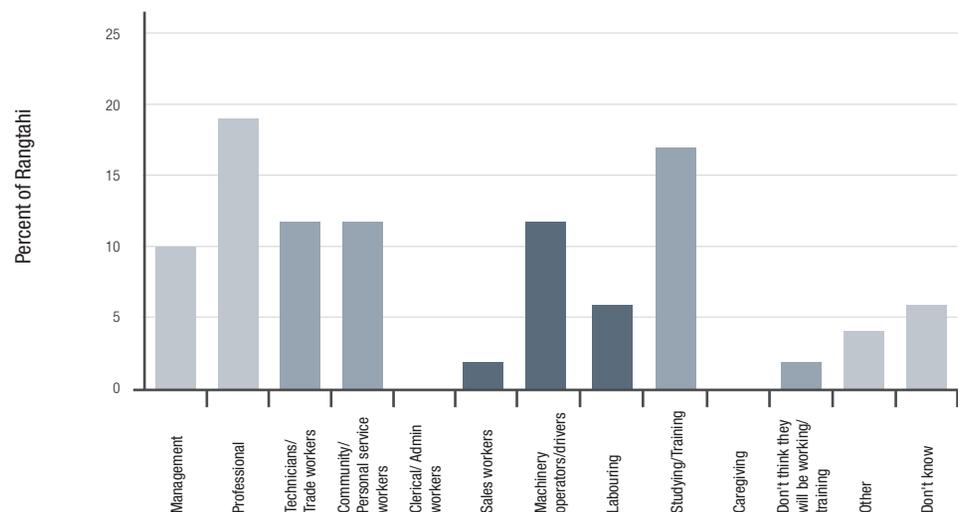
This is a positive result and shows that rangatahi are aspirational about their future.

FUTURE JOB DESIRES IN FIVE YEARS

Rangatahi were asked to indicate what sorts of jobs they expected to be doing in five years' time:

- 10 (19%) stated they thought they would be in professional jobs in the next 5 years
- 9 stated (17%) they would be studying or training in the next 5 years
- 1 stated that they do not think they will be in work or training

Figure 10 : Future Job Expectations



The graph indicates many rangatahi desire skilled or professional employment and there is high interest to undertake study and training. Rangatahi did not express an interest in clerical or administrative employment. As a number of Whakatu businesses require administrative and clerical workers the lack of interest from rangatahi should be explored further.

YOUTH STRATEGY

The Whakatu youth strategy aims to improve employment, education and economic prospects for young people. The three general categories on the following page require development of support mechanisms, a key aspect of the community coordinator role. The strategy identifies that working with partners is also critical to achieving the community's goals. Youth will be connected to programs that support positive outcomes in education, employment and training to build a strong Whakatu community for the future. Youth input and participation in the strategy will be via leadership roles and wananga and, if desired, establish a local rangatahi cluster group or other mechanism for youth involvement. With the numbers of Whakatu youth in school and tertiary study access to scholarship applications is an important support instrument.

The strategy details actions for connecting youth to programs that support youth careers. A "careers module" will be the instrument to carry out the aim of securing full time skilled work. A module requires securing future projected career vocations with industries, quality and integrity standards to be developed, training options, career mentoring, pastoral care, interventions and provider networking are included in the module. A mentoring system is a vital component that requires volunteers and determining mentor responsibilities and time lines. Managing drug and alcohol issues involves non-tolerance albeit with interventions for youth with addictions. Developing a careers module is a comprehensive exercise and is recommended to be funded as a distinct project

Whakatu industries routinely undertake drug testing of prospective employees. Drug abuse is a community problem and must be included in the vetting process for careers. Information from employers specifies two types of drug testing. There is a relatively low cost test (that communities can do) and there is the higher cost industry drug test that meets legal requirements.

To maintain the integrity of the service youth who fail drug testing at the community level will not be referred to employers. Intervention assistance will be offered to assist lifestyle changes.

The following information is from the industry survey:

If pastoral care is set up and improves work ethics for the locals giving the Whakatu businesses confidence in their employment choices it can become sustainable long term. Comments from Employers around pastoral vetting below could be used as ideas for the hub to address a work ready workforce:

Police clearance, no drug no alcohol
For those who have no experience of paid work, it may be worthwhile to provide guidance on what it means to have a good 'work ethic' - such as timeliness, being willing to contribute, communication in workplace, how to ask for help, further training or assistance from employers.
Punctuality and attendance
Evaluation of peoples jobs of interest and skills assessments prior to introduction to employers. Ensuring they have transport to work, ability to have access to phone to call if sick. Initial meetings weekly for first month and then monthly up to six months to temp check how it is going and help address any issues.
Lifestyle change to empower them. A lot of skills there but no support at home.
Drug and Alcohol testing.
The community could provide and manage the pre-employment requirements in preparation of interviews
Drug free, criminal history, work attendance reliability
Police record, verified employment history, CV, ACC records

Source – Whakatu industry survey 2014

Category 1 people (page 41) will be the most challenging group who through the choices they have made or not made have limited their employment prospects. Life skills, further education or training, pastoral care and other youth development actions are included in the range of services for category 1. Introducing an entrepreneurial option may suit some youth as an alternative path to better prospects. Notwithstanding manual labouring or seasonal and outdoor work although not requiring high skills, may be the preferred employment for some people. Seasonal or labouring work is primarily the role of the employment coordinator. The youth coordinator role will focus primarily on trades and careers, the entrepreneurial and leadership options, driver licensing and establish networks with intervention providers.

Category 2 people moving to tertiary level studies usually require scholarship assistance, part time or full time work during tertiary holidays. Establishing part time or holiday work assurances from local businesses and coordinating this type of assistance can support Whakatu academic students. The youth careers module will cater for businesses requiring trades or specialist employees in the future and high achievers are well positioned for those opportunities. By liaising with the employer, vetting prospective employees and organising

interventions and support arrangements the module will cohesively align a number of essential elements for job readiness.

Category 3 people fit both of the above settings. At times this group is overlooked as the riskier category 1 or the high potential category 2 persons attract more of the attention. This group are often the quiet achievers. Career or trade opportunities also suit this group. Local employment removes transport to work barriers for all Whakatu young people without vehicles.

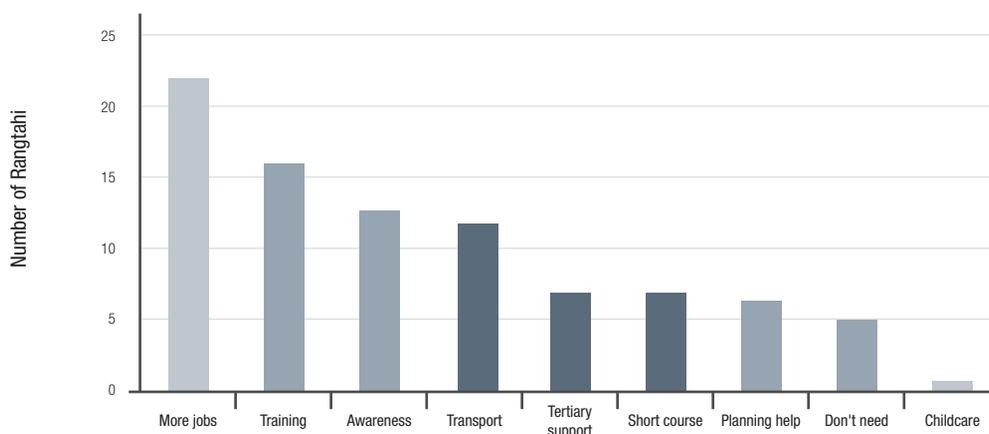
Rangatahi survey participants were asked to select from a list things that would help them to get a job or further their career.

- 22 wanted more job opportunities that were suited to them
- Training opportunities (n=16), awareness of what jobs were available (n=13) and better transport to work (n=12) were also common responses

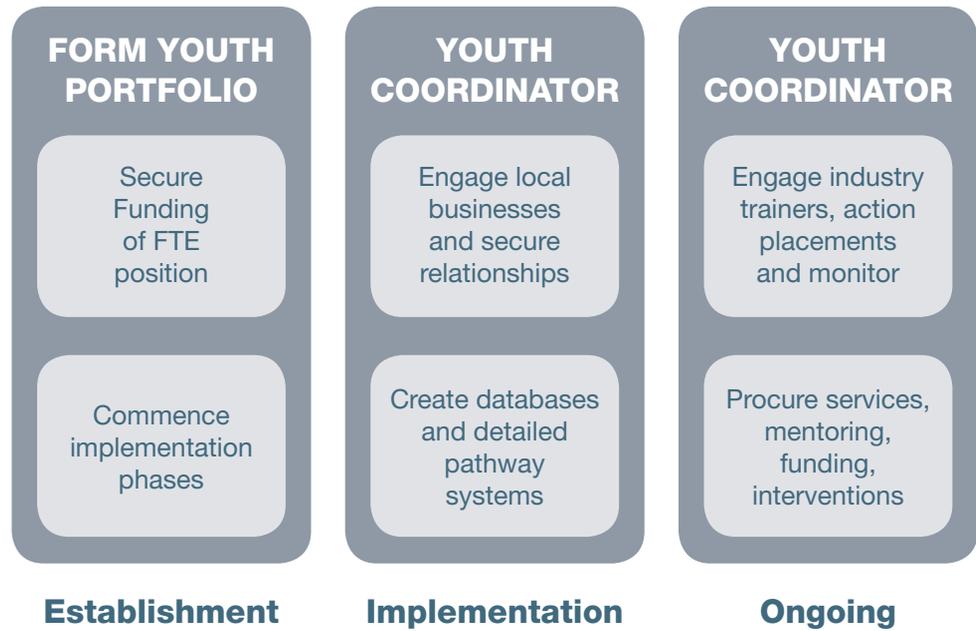
The desire for more job opportunities for youth that suit them requires a database of information on each prospective youth employee. An information database will assist the matching of a person to a particular job role. This important element of the youth portfolio requires careful consideration of several aspects. These include interviewing of youth, parental consent to interview under 18s and confidentiality and access of information. Generating a database system is essential. An approach to government agencies and NGOs to gauge support for a paid coordinator will be undertaken.

There is no doubt funding a youth coordinator to implement the above Whakatu youth strategies is a priority. The coordinator role will apply the youth careers module and navigate pathways for education, employment and training for young people. The role is full time and crucial to facilitate employment and training arrangements between industry and career candidates. The position will assist rangatahi employment and career prospects as identified in figure 10.

Figure 10 : What would help participants get a job or further their careers



The following diagram provides a snapshot of the coordinator establishment and implementation.



ENZA and Apollo Apples have programs in place that have high school students doing paid work experience with the possibility of on-going holiday work. With support from the hub this idea could go to a wider scale. Late last year a number of businesses opened their doors to students from local schools to come and see 'what a job in...' could mean. David Trubridge used it as an opportunity to showcase its diversity of work and ways to become skilled and experienced without going to university first.

The coordinator has an obligation to foster good work ethics in youth. Arranging similar paid work experience or job in's for Whakatu youth can help nurture work ethics.

CAREERS MODULE

Whakatu businesses were surveyed in early 2014. Most Whakatu businesses indicated support for Whakatu 100% employment and one stated they support and draw staff from many of Hawke's Bay's communities. The majority were interested to know more about the Maori and Pacific Island trade training scheme which is expected to be fully underway by 2015. The Whakatu coordinator must fully understand the workings of the Maori and Pacific trade training initiative to anticipate involving Whakatu youth or facilitate trade vocations directly with Whakatu businesses. The coordinator is to manage a career module that includes sponsorships whereby a business will agree to provide future trade employment to a candidate they are happy with on completion of the trade qualifications. Trade sponsorship agreements may differ from business to business. Agreements to eventually hire candidates for expected future employment expansion increases job certainty for those recruits who are training and secures succession planning for the business.

RECOMMEND

Creating a Youth Careers Module is recommended as a distinct and funded project.

The 2014 industry survey noted projected increases in employee numbers in the short term (immediate), medium term (3 years), and long term (5 years). Most businesses prefaced their responses in future increases by saying that it is dependent on the economy, business acquisitions or commercial sensitivity. There are some interesting trends:

- The largest increase is in the medium term – 3 years.
- Medium to long term there is a requirement for a large number of skilled workers – giving a run up time for training those employees that are unskilled in the short term.
- There is a requirement for apprentices and trade qualified staff.
- Employers identified that qualified or skilled staff is already an area they have a shortage in.

Meaning initiatives such as trade training could be used to plug an ever widening gap. If things are not done differently there will be no change. (Industry survey 2014)

The community would need ability to access funding for trade training, so an ability to identify and establish relationships with the different funding entities is fundamental. An understanding of qualification pathways would be essential as again many employers find it confusing. An ability to make pathways and funding simple would be a great first step for the Plan (Industry survey report 2014).

Aligning youth career options with future industry vacancies carries elements of risk both ways. In 2012 employers identified common impediments when hiring staff. Explicitly drugs, alcohol, dishonesty, reliability and basic issues of hygiene, manners and poor communication. The long term viability of any Whakatu community - industry employment initiative requires confidence that the candidates going through have strong work ethics. Any person with the above impediments is to be referred to appropriate interventions. The attainment of a career pathway hinges upon a recruit gaining a full time FTE position pledged by the industry sponsor (upon qualification) and for recruits to fulfil the qualification hard yards. There is risk that anticipated future sponsored positions may not eventuate as a business may downsize or close. In such a case the coordinator should intervene and seek out other businesses that may sponsor that trade's candidate. The importance of the coordinator's role and responsibilities is evident in facilitating and balancing the interests of industry, tertiary, candidate/family, providers, funders and government. The survey of local Whakatu businesses has confirmed an average of 2,349 current jobs with 70% being seasonal work. Medium to long term prospects for more trades and qualified staff is high. In addition the coordinator will advance entrepreneurial, licensing and leadership programs to progress Whakatu youth.

ENTREPRENURIAL

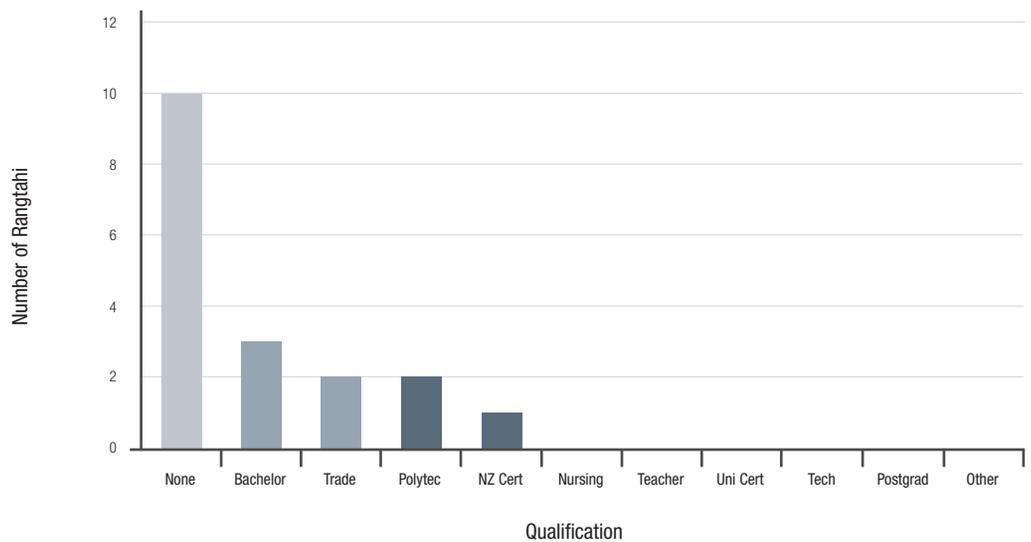
Assistance from the Whakatu economic portfolio for youth training can help mentor an entrepreneurial option for young people who are innovative or business minded. The intent is to nurture and develop the entrepreneurial talents of individuals and provide opportunities to learn and understand business start-ups and business potential. Other options may include a youth think- tank group to formulate, design and theoretically test business ideas. The entrepreneurial option is likely to evolve over time. Many successful business people do not have academic qualifications consequently young people who have no qualifications may excel entrepreneurially. Ten Whakatu rangatahi have no qualifications.

QUALIFICATIONS GAINED SINCE LEAVING SCHOOL

15 Rangatahi that are still studying were excluded from the graph (Figure 11)

- 10 had received no school qualifications
- 3 Rangatahi had Bachelor's degrees
- 2 were currently in trade
- 2 were currently in polytechnic
- 1 had gained their NZ Certificate

Figure 11: Qualifications gained by Rangatahi since leaving school



9 Rangatahi did not answer the question

LEADERSHIP

The potential to create future leaders for Whakatu and Hawke's Bay is a desired outcome and will be included in the youth strategy. Outward Bound and other options are available that provide a number of specialised leadership courses. Many other youth activities also contribute to building leadership. A suite of leadership initiatives and matching funding streams is to be assembled for youth training. The coordinator and/or volunteers should liaise with existing community and church youth activity groups to support and/or build leadership development programs. Existing Whakatu youth groups are well placed to identify leadership potential in the community. Obviously whanau support and consent is required for many youth based activities as families have an important and vital role. The merits of a representative Whakatu youth cluster group should be explored further with youth to foster participation in matters that concern them.

LEADERSHIP RECOMMEND

The Whakatu coordinator should convene a hui with local Kohanga Reo teachers, Mangateretere school, local youth activity group leaders and other youth orientated residents to discuss a range of issues for young people. Items include:

- Leadership (instil leadership learning programs in all ages)
- Transitioning from under 14 age range to 15 and over
- Career awareness for ages 12 – 14 years to help subject choices at High School
- Merits of having a youth cluster group
- Funding leadership programs and training

TRANSPORT

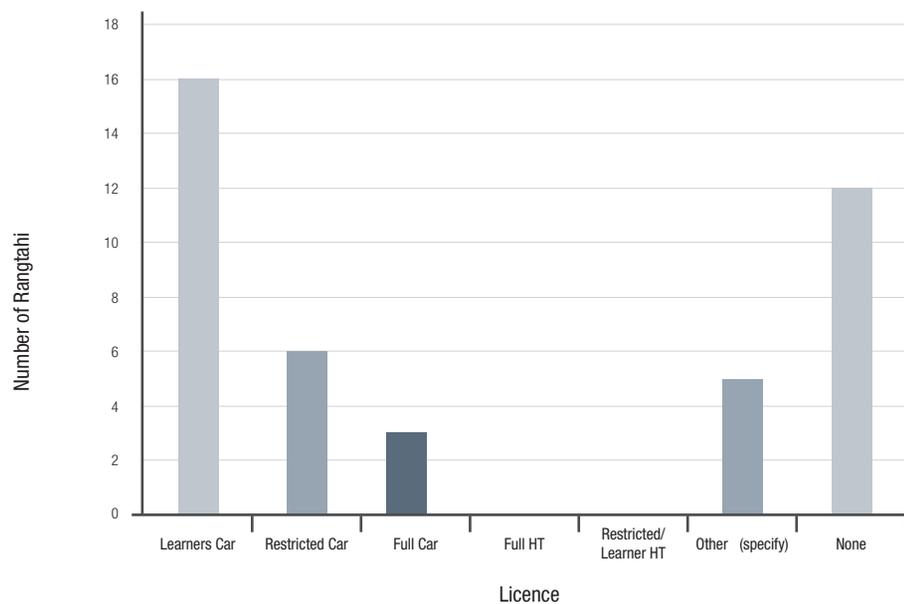
Public bus services no longer operate through Whakatu resulting in community reliance upon personal vehicles to travel to work, study or training. Although 79% of rangatahi indicated bus services as an item that would make Whakatu more appealing the likelihood of bus services returning is not great hence the importance of local employment . Most youth in most communities may not have a driver's license and even less likely to have their own vehicle. Whakatu has twelve without a license, sixteen with a learners licence and only three with a full license. Pushing for a driver license support programme for Whakatu youth is important. Funding from gaming proceeds should be applied to for a vehicle licensing initiative for youth. Examining the Flaxmere College license initiative may help design a program for Whakatu to augment employment prospects.

LICENSES

Participants were asked to indicate what types of licenses they had.

- 16 (38%) reported having a learner's driver license, 6 (14%) had a restricted driver license and 3 had full licenses
- 5 Rangatahi had forklift licenses

Figure 12: Licences obtained by Rangatahi



NET BENEFIT TO WHAKATU

1. Entrepreneurial and career minded youth
2. Reliable and work ready

IMMEDIATE ACTIONS

- Funding be sourced for a full time community coordinator position (3-5 years) to implement the youth, employment and training strategies and establish community - industry employment placements, educational and training services, and facilitate the Whakatu career pathways module, leadership programs, licensing and interventions.
- Seek youth funding from all avenues for a range of activities for Whakatu youth outcomes including leadership, intervention programs, social cultural and sport activities
- Determine a suitable legal identity with clear and accountable systems (or utilise existing Whakatu organisations)
- Identify existing networks that may assist the Whakatu youth strategy
- Draft an annual delivery plan

An operational plan sometimes referred to as annual plans is necessary for the coordinator role. The annual plan will detail key result areas, objectives and performance indicators including timelines for the coordinator position. Those details essentially configure the daily and weekly work program in an area of high work activity. The objectives column is where the core work streams arise. The work streams require detailed activities to be undertaken and completed

Outcome	Objective	Indicators
Youth connect and develop positively within the community and are adding to the strength of Whakatu's future	Education, training and employment initiatives for young people are supported	Whakatu youth in training and employment
	Access to employment and training for young people is promoted	Careers pathway in place and operating, criteria and standards achieved
	Facilitate opportunities and encourage young people to participate in community activities	All six strategic goals support youth leadership focus
	Young people are empowered to participate in decisions affecting them	Increased youth participation in all Whakatu matters
	Alcohol tobacco and drug use is reduced through education programmes.	Interventions successful. Strong healthy Whakatu youth

Outcome	Objective	Indicators
Industries are actively supporting careers, trades and employment pathways for Whakatu youth	Robust industry relationships established for employment	Employment system operational
	Support agreements are clear and roles defined. Educational corridors identified and practical training available.	Career pledges in place, responsibilities agreed to and Tertiary qualifications met.

SPECIFIC ACTIONS

The Whakatu careers module is recommended as a distinct project to set up the programs and systems.

Candidate matters

- Collate a database of Whakatu youth and define relevant information to be entered
- List tasks required of career candidates i.e references, academic records, CV etc
- Ensure security of database information
- Fully understand the MPTT scheme
- Identify employers willing to provide jobs, careers and secure those relationships
- Design a generic careers pathway utilising community, tertiary and employer support mechanisms and/or the MPTT scheme
- Develop a contacts database of existing youth providers, youth activities, any available youth funding streams that assist the three general categories (page 41)
- Assemble a family support person role and responsibilities for their youth candidates
- Integrity standards be developed with input from industry and implemented for career/job seekers (Vetting process to be included in standards)
- Determine interventions for impediments to work readiness and ID appropriate providers
- Investigate the low cost drug test kit for community screening candidates
- Document processes that assist academic tertiary education, training and scholarships
- Create a mentoring system as support option for career students and trades trainees, seek local residents and other role models (determine responsibilities, time period)
- Liaise with existing Whakatu youth groups and establish collaborative relationships
- Scope feasibility of a youth cluster group and leadership skills
- Establish links to other providers or community organisations with youth seeking employment opportunities and determine reciprocal opportunities

Industry matters

- Assist with seasonal employment vacancies (pre-season) and manage capacity
- Secure commitment to trade training and career placements and discuss a suitable process for that
- List industry input options for technical and trade training opportunities for youth – future job pledge, holiday work, academic sponsorship, on job training, or other ideas?
- Provide opportunity for employers to choose work ready youth employees
- Provide skills training options for youth to increase employment opportunities, i.e. Driver license programs, life skills, guest/motivational speakers, wananga, short courses

In any youth matters that overlap with other goals the youth actions will take precedence. However, it is expected that recommendations from youth leaders will normally be acted upon by other portfolios.

NET BENEFIT TO WHAKATU

1. Full time careers and higher incomes
2. Strong future leadership

SUMMARY

Creating a database of candidates is the first step in the career pathways module. The Whakatu household and rangatahi survey data provides an indication of how many youth in the 15 – 24 years age bracket desire employment, education or training. The survey documents children from the ages of five to nine and ten to fourteen and that helps forecast future numbers of Whakatu youth who may require career, employment or training support in coming years. Convening a youth wananga/seminar to commence the careers pathway is very useful. The seminar is a start point to discuss youth representation and leadership aims and to outline career information, the benefits and also describe necessary candidate commitments and why and what those commitments should be.

A database establishes a candidate list of local persons for job placements and or further training dependent on personal and individual circumstance, skills, qualifications and job readiness. Future industry expansion has indicated a need for more skilled people and trades in the medium to long term. Indicative future apprentice positions that industry commit to support can be matched to candidates on the database. If the business and candidate agree to commit then the career support aspects are initiated. Seasonal employment referrals may not be as stringent as career referrals.

The coordinator shall include a referral list in the database in the case of having no suitable local candidates ready or attracted to an available career opportunity. Establishing strong links to Youth Futures, Heretaunga Taiwhenua, Treaty Settlement groups or any other entities with potential candidates can fill vacancies and serve other communities. The same vetting process will apply to all candidates. Lastly the database is to list all local and regional youth support services with key contacts and the type of services provided. Interventions or up-skilling courses address work ready gaps evident through candidate appraisals.

Designing a road map of tasks to be fulfilled by career candidate outlines responsibilities and the standards they must be able to meet prior to a recommendation being made including being drug free. Families must be involved to understand the process and commitment. When a career has been agreed to mentoring should be offered to support candidates and monitor performance.

Other up-skilling components (training, licensing) are to be built into the overall youth programs. The performance of the coordinator can be measured through career placements for youth, other youth and adults placed into trade training or direct to seasonal jobs, youth supported on academic pathways and youth completing leadership or other courses and paid holiday work openings.

The large amount of work to operate and manage the youth careers module and other youth activities highlights the importance of an annual work plan. A work plan will assist with measuring the performance of the strategic goals. It is absolutely essential for the coordinator to record assistance with all seasonal and fulltime job placements, trade training and career placements, other training placements and pass completions, interventions, mentoring assignments and any other work undertaken. Statistical data will strengthen coordinator support applications and requests for backing.

Young people not in a dole queue and contributing to the economy is the end goal.

INTRODUCTION

In January 2014, a survey of thirty eight local Whakatu businesses based at the industrial park was commissioned and of these twenty three responded with eighteen completing the survey and five declined. The survey results informed the community plan with statistical and anecdotal employment information. The community's household survey provided data on residents employment, unemployment, training and education status and a comparative analysis was made with the industry survey information.

The industry survey indicated a strong capacity for Whakatu businesses to employ local residents but frankly not every person is necessarily employable. Identifying the capability of Whakatu employees seeking work can ascertain those who may need 'work ready' assistance to improve their employment prospects. Workers with the right skills and knowledge to meet industry need are the crucial ingredient.

The community plan has a focus through to 2020. As such the obligation is to operate successfully for at least five years. Success means referring employees who are capable and competent with aptitude for work. Referring capable employees to Whakatu businesses will secure industry trust and a steady flow of job vacancies to the community just as referring unreliable people will have the opposite effect.

Identifying who in the community is unemployed and wanting work is the first step as is the importance of liaising with local employers for job positions. The survey showed good business support for local employment so the next step is to create a process for developing the skills and attitude employers may want. It's about recommending good workers to support the longevity of vacancies being made available to the community. Although all jobs are important including part time or seasonal jobs, the preference is to secure full time skilled job vacancies for Whakatu residents. The section outlines actions for placing residents in jobs with supportive businesses.

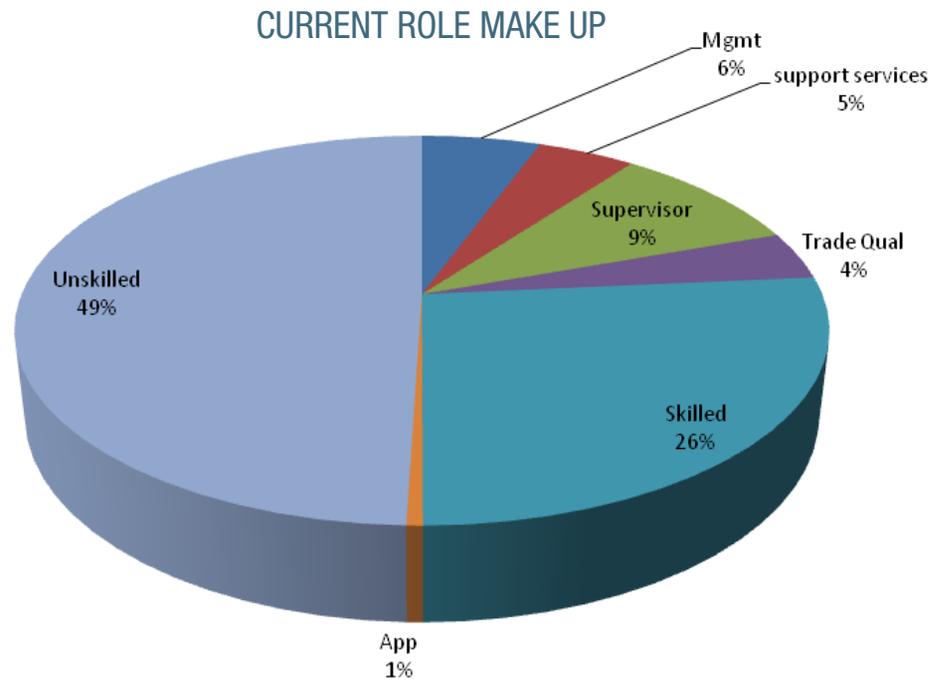
All employers said they would welcome locals in their workforce. Comments ranged from 'close and no transport issues,' 'we want to support the locals,' and 'great to see the community trying to help itself (quote from industry survey).

The first item to address in setting up an employment system is to register Whakatu residents (other than youth) seeking work and to profile their capabilities, skills and assess work readiness. The community coordinator actions include creating an employment register or database for youth hence it is practical to utilise that system for an adult database. The second item is to engage supportive industries about job vacancies for community candidates and discuss the preferred way of doing that. The process may take time to formalise and systems may vary from employer to employer. How each industry chooses to inform vacancies to the hub and how referrals are provided back may be a case by case basis. Thirdly, work should commence on developing an employee referral framework that includes quality controls.

LABOUR MARKET IN WHAKATU

The most common occupational group in Whakatu is 'Labourers' and 'Labourers' are the most common occupational group in the Hawke's Bay Region. As there will normally be high

numbers of seasonal work available it is practical to indicate to local business the amount of seasonal work placements the community can provide at any particular time. As the scale of seasonal work placements is potentially overwhelming a focus on full time skilled work takes on added importance. Seasonal work opportunities will be accepted at a level the community can respond to however the more important focus for this portfolio is to liaise with businesses for full time permanent positions. A primary focus on permanent job positions is more practicable in achieving 100% employment and is more secure than seasonal work.



The Whakatu 2014 industry survey indicates 49% of jobs are unskilled. As half the employees of various industries are identified as unskilled, it's the ideal place for entry level jobs and a stepping stone for future development. Some unskilled jobs are full time and provide opportunity for the local community.

The Whakatu 2013 household survey indicates 48% of residents that participated in the survey were either in full time or part time work. The remaining 52% were predominantly individuals who were currently attending school. Only 4% of Whakatu residents are neither working, training nor in the labour force. Based on a population estimate of 540 people an assumption can be made that 22 residents (4%) require employment. Resident's currently in part time work may also desire full employment thereby increasing the numbers seeking local employment. Overall, the scale of local job seekers is relatively low hence providing employment opportunities to other communities will increase job seeker numbers. Assisting higher numbers helps justify funding requests for a Whakatu community coordinator position.

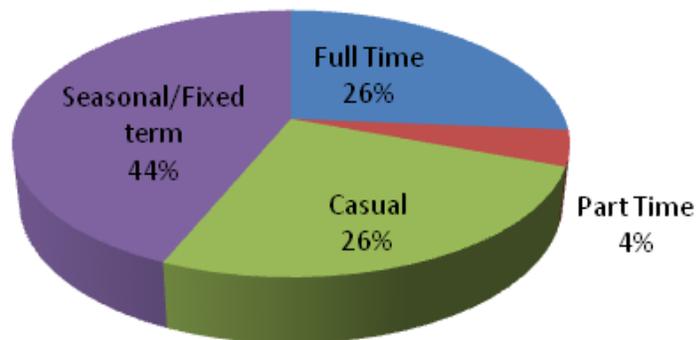
Some Whakatu businesses indicated support for community employment strategies and outlined future employment opportunities in the following employment areas

1. Permanent or seasonal labouring work (includes forklift / truck driving)
2. Office, administrative work
3. Trades or skilled work
4. Highly qualified and specialist work

The four areas identified by businesses for future employment are outlined below to scope the extent of a framework.

1. Seasonal labouring work. A large amount of Whakatu industry work is seasonal. Whakatu-Tomoana industrial area 2012 statistics indicate 3010 jobs during the height of the season. The 2014 Whakatu industry survey results from eighteen businesses indicate they employ an average of 2,349 staff, with approximately 70% seasonal jobs. In a bumper growing season that number of staff increases.

EMPLOYMENT TYPES



The larger seasonal businesses particularly the apple industry will require more employees than the community can supply. As a consequence estimating in advance how many residents require seasonal work and notifying a business pre-season should pre-empt supply and demand issues particularly in the first year of operating. As the systems develop expanding seasonal placements to other community job seekers will occur as soon as possible.

To ensure some of their more reliable labouring staff return each year Whakatu's larger seasonal employers are extending the length of seasonal work by placing them in pack house work and if possible onto winter and spring work in their orchards or elsewhere. The industry survey noted that many businesses with a high percentage of seasonal requirements are keen to have a place that will assist them to manage seasonal employees across a number of employers, maybe a starting point for the hub.

The term "full time seasonal" has been coined for this idea. This particular initiative has good prospects of creating a small labour force of seasonal workers that shift across a number of employers and in essence work for a much longer season. The employment portfolio should work closely with employers in coordinating this prospective initiative.

2. Administrative positions often require a number of basic office related skills like computer and keyboard knowledge, documenting, filing, invoicing and other clerical work requisites. Administrative positions have a gender tendency, are less physical but require accuracy, order, and multi- tasking. EIT courses are available to provide administrative skills. Some 2014 employer survey forms forecast future administrative positions from anticipated business expansion. Arrangements can be made with a business to provide an administrative position at a specific point in time to coincide with administrative courses being completed by candidates. It was noted that the rangatahi survey indicated little interest in administrative or clerical work although this type of work may appeal more to a mature workforce.

3. Trades or skilled work positions require similar coordination procedures as in 2 above although the training process may cover a number of years. Government's trade training scheme has yet to determine how the pathways will evolve in this initiative. The coordinator will actively engage supportive Whakatu businesses to provide future career positions for community candidates or youth who are interested in trades or skilled careers. Some employers may prefer adults to undertake a trade or skilled position and due to age restrictions a process separate to the MPTT scheme will be required.
4. The highly qualified and specialist work roles appear more complex and likely require academic attainments. Category 2 high achievers are anticipated candidates to pursue qualifications although adults desiring further education may do so too. Should an employer signal a high qualified future role (example- science based qualification) in their particular industry a process needs to be designed. The industry survey suggested businesses may require support for up skilling existing staff. The merits of the hub assisting with that should also be explored.

The community coordinator, the employer and the candidate require robust discussions around any individual commencing an academic pathway. Many factors are involved including student loans, risk of not returning to Whakatu after tertiary study, failing to complete the qualification or the business closing or other impediments.

As of 2014 the pending Maori and Pacific Island (MPTT) trade training scheme is working towards a template design for a trade training pathway that includes employers, candidates, tertiary institutes and government working collaboratively. Maori and Pacific youth will be able to participate in this scheme and Whakatu will position itself to expedite that. Alternatively a process must be added to the employment framework to assist Whakatu people who are ineligible for the MPTT scheme due to ethnicity or age but desire to learn a trade.

**NET BENEFIT TO
WHAKATU**

1. Achieve 100% employment
2. Job vacancies are routinely offered to the community

REFERRALS

The industry survey sought employer views on barriers to employing locals. The responses were similar and businesses reiterated that the issues are not just for this community.

Issue	Number of Responses
Lifestyle (Drugs)	5
No licence (for the work required)	5
No qualification	4
No experience with machinery	4
Late/absent	4
Attitude	4
Literacy/Numeracy	3
No skills	2
Performance issues	2
Security clearance	2
Presentation/Hygiene	1

Comments from Employers around pastoral vetting is outlined below

Police clearance, no drug no alcohol
For those who have no experience of paid work, it may be worthwhile to provide guidance on what it means to have a good 'work ethic' - such as timeliness, being willing to contribute, communication in workplace, how to ask for help, further training or assistance from employers
Punctuality and attendance
Evaluation of peoples jobs of interest and skills assessments prior to introduction to employers. Ensuring they have transport to work, ability to have access to phone to call if sick. Initial meetings weekly for first month and then monthly up to six months to temp check how it is going and help address any issues
Lifestyle change to empower them. A lot of skills there but no support at home
D&A testing
The community could provide & manage pre-employment requirements in preparation of interviews
Drug free, criminal history, work attendance reliability
Police record, verified employment history, CV, ACC records

The employer views above are useful in developing a candidate suitability and referral process to attain work ready candidates: The challenge is to tackle the issues head on as without doubt some prospective employees will be referred to intervention courses before referral to employers.

ANTICIPATING THE FUTURE

The employment portfolio must anticipate the community achieving Whakatu 100% employed. After attaining full employment the most obvious question becomes; 'what then'? Once Whakatu achieves full employment the majority of employment coordination thereafter will be for the community's youth as they complete High Schooling and enter the work force, and adults not in the workforce and deciding to work or residents wanting to leave existing jobs to work locally. Based on survey information, 11 rangatahi indicated they would not be studying in 2014. An indicative estimate is between 10 – 15 Whakatu youth finishing school annually and seeking employment. Whakatu adults not in the labour force or training = 4% and equates to approximately 25 people.

The employment and training systems that Whakatu implements over time are expected to be effective. The provision for local employment to be offered to other community candidates is logical and benefits our district. In addition strategic partnerships should be offered those opportunities as well. For example, Whakatu residents have whakapapa links to local marae, hapu and treaty settlement groups. Settlement groups have comparisons to local Whakatu businesses as they have assets and operate as a business. They may require use of Whakatu hub systems for careers, entrepreneurs, education and training pathways to assist their people and that contributes to Maori economic development. Nonetheless perfecting the system and getting it right at the outset is the first priority.

SUMMARY

Government funding was commissioned for the writing of this plan and the vision Whakatu 100% employed was the catalyst for that. Employment has economic benefits for individuals, communities and government and the importance of implementing the plan is central to meet expectations on the initial investment. A funded position to coordinate the employment goal and implement actions will provide the strong platform to place people in jobs at Whakatu.

Employment, Education/Training and Youth are all inter-linked. Setting a consistent format for employment, education/training and youth is important for a cohesive working environment when engaging employers. By building familiarity with industry displays stability. The relationship between community and industry is critical hence the coordinator must be a resident at Whakatu and commit through to 2020. At least if the coordinator funding ceases that resident coordinator is likely to continue on as a volunteer.

The large seasonal employers have indicated a desire to provide longer work seasons for their reliable staff. This is an aspect the employment portfolio should explore further as it has considerable merit and the hub is positioned to coordinate longer seasons through its engagement across many businesses. In addition there are a number of private enterprises that provide various employment services including training, human resources and finding skilled workers that could add to the longer work season concept. Building up those networks will add value to the hubs ability to cater to a wide range of employer expectations or fill gaps the community may not yet be adept at.

EDUCATION AND TRAINING GOAL

"We applaud the ideals and targets the community is setting for itself. What needs to be instilled in the youth and supported by whanau and community is the importance and value of general education at high school level. This is the foundation for getting a start in employment" (Quote from industry survey).

INTRODUCTION

Education and training options are open to anyone in the Whakatu community including people currently working and wanting to up-skill. Whilst the primary focus for the Whakatu education and training goal is gaining qualifications and skills to secure professional or qualified jobs, learning is also about gaining knowledge to participate in cultural, recreational and philanthropic activities and also intervention education to overcome damaging lifestyles.

This goal concentrates on educational training development mainly for adults 18 and over albeit lifestyle training choices for rangatahi under 18 years may be encompassed. The training options expressed in this section are not exhaustive and over time different educational and training opportunities will eventuate at Whakatu. Private Training Establishments (PTE) and New Zealand Qualifications Authority (NZQA) are significantly involved with community educational and training models and a good understanding of how those systems work is necessary to support this goal.

Some Whakatu industries have indicated a desire for various training programs to assist their staff to gain skills or become certified in a particular knowledge set. Whakatu education and training should explore the feasibility of specific training assistance sought by local industries. To achieve that requires a vocational education and training system that is smart, effective and responsive to the needs of employers.

TRAINING OPTIONS

Upskilling current staff.

The community must be willing to identify and support ways to up skill current staff or attract the younger generation in to the local industries. Seven current employers were keen to look at upskilling staff in the off season. Frupac currently are undertaking an upskilling of forklift driver with assistance from WINZ. A great idea, but current restrictions only allowed for four staff. This idea was discussed with other fruit industry businesses and they all expressed a desire to hear more and maybe do something themselves (Industry survey report).

Training programs for Forklift driving may benefit Whakatu people as a number of those jobs are available in the harvest season. There are several aspects involved in securing employment as a forklift driver. Firstly, businesses hire employees capable or experienced in driving and operating a forklift. Secondly they must have passed a current Occupational Health and Safety (OSH) certification safety training. As noted in the above industry quote, employers are willing to up skill their existing forklift drivers and to pay for their staff to do courses (some make arrangements with WINZ). Whilst this up skills existing staff it does not assist unemployed Whakatu people who may desire to learn forklift driving skills and increase their job chances.

The feasibility of providing a community run forklift driver training program for Whakatu people with no experience is an option but requires access to forklifts. Central to the feasibility of such a program is asking industry to agree to employ an amount of drivers from the program each season.

An alternative is to piggy back on existing industry forklift training, if at all possible, with the addition of some locals (non-staff) to be included and trained. There are two local forklift training services available that provide OSH certification (approximately \$250 per person) but these courses do not teach beginners. There is a PTE that does provide forklift training for learners – ‘Land based Training’. It is important for the community coordinator to network closely with Industry Training Organisations and liaise with industry to instigate new training initiatives that meet industry needs. In the first instance a project is recommended to design a wide ranging, adaptive training system that provides for employment skills, qualifications and prospective employee’s being work ready.

Project actions to be undertaken to provide an inclusive training system.

- Catalogue the types of work related training courses operating across the district to be able to refer or place local people wanting skills those courses offer
- Determine if any Whakatu industry courses have capacity to train the trainers (locals become recognised trainers)
- Discuss with businesses and determine if any training courses can be established and run locally that are beneficial for the businesses and will increase employee skills
- Develop work ready strategies using life skill training, intervention courses and pastoral care programs and utilise existing providers or create new interventions
- Discuss with an existing PTE to operate training courses under the umbrella of their PTE license if necessary. (Private Training Establishments are government approved training entities and currently few PTE’s are being approved plus PTE set up costs are expensive hence the umbrella idea)
- Explore the potential of any training options in the environmental arena that may provide future employment

EDUCATION

The education of Whakatu youth is the responsibility of schools and the Ministry of Education. Nonetheless numeracy and literacy are areas of concern for residents of Whakatu. Addressing those concerns requires a community wide bundle of inputs by families, community, kohanga reo, primary and high schools, Ministry of Education and provider services. If some youth still fall through the gaps the coordinator should facilitate options or services the community can access to address gaps.

The rangatahi survey indicated four rangatahi at Whakatu had left school with no qualifications. Over the ensuing years how many others will leave school with no qualifications is unknown. Fortunately the number leaving school without qualifications is not high. However the survey also indicated that of the 18 rangatahi who answered the question “qualifications gained since leaving school,” ten had not gained any further educational qualifications. It is not unusual for school students to complete schooling without showing any sign of numeracy or literacy problems. Whether or not numeracy and literacy is a significant problem for Whakatu is undetermined. This portfolio should lead further discussion around the issue to gauge how significant it may be, if at all, but also have options available if needed. Numeracy and literacy programs operate in the local and wider community and need to be documented to inform the Whakatu residents of what is currently available. Funding may be necessary for programs that charge for the service. The Hawkes Bay branch of Land-based Training NZ provides a number of courses including a numeracy and literacy program for employees that is worth probing.

A key area for the education and training goal is alignment of local school curriculum to employment needs. This aim is to increase school student awareness and understanding of career and trades with local industries. It is proposed that an education package be developed for primary and secondary schools that links a portion of their learning with the career and skill needs of local industries. This is recommended as a distinct project to be funded (a similar concept has had success in Otorohanga).

There may be times when employers cannot wait for candidates to emerge from the qualifications process. In such cases they may need skills rather than qualifications. The coordinator and employers should discuss the level of importance of this item to determine if it needs to be addressed or not.

Day or night adult community education classes provided locally may increase learning opportunities. Before arranging and convening any locally based community education classes determining suitable subjects and sufficient participation should be assessed and a decision made accordingly. Some community education programs are offered at nights across various high schools or other venues however government funding for community education has been reduced and accordingly courses have been cut. Providing the community with information on available community courses across the district is beneficial. A community promotional campaign is also recommended. The campaign tactic is to positively promote education to residents and households from now through to 2020. Holding discussions on ways to embark on a promotional campaign should include participation of local school representatives. The target audience are residents with school age children. Community health is also an area this portfolio can assist. Health related education and/or promotion can be coordinated through this goal albeit on a case by case basis as the health field is wide-ranging.

CONCLUSION

This portfolio has potential to assist all Whakatu goals; youth, employment, community wellbeing, economic and environmental goals with educational and training needs. The modest amount of actions that have been detailed here are focussed on increasing employment opportunities. It is envisaged that the growth of the education and training goal in its first year will be adjusting to different educational and training needs that begin to emerge from all the Whakatu goals and to evaluate what is feasible and how to assist.

Some training needs will remain constant whilst others will be new. Working in a responsive fashion is to be expected of this goal as education and training needs of employers are both constant and changing. To be responsive, learning must also be timely. Training providers need to be agile to move quickly when skill shortages are first identified. The coordinator must also ensure employers have input into the future skills demand picture.

In keeping the primary focus on education, training and skills for local Whakatu employment outcomes requires two distinct projects to be funded; 1. developing a wide ranged, adaptive training system and, 2. developing an education package to link school learning with industry career, skill and awareness needs. To meet future challenges the Whakatu community need to be well educated and skilful.

NET BENEFIT TO WHAKATU

1. Community workforce has skills industry want
2. Education & training lifts the community

ECONOMIC DEVELOPMENT GOAL

INTRODUCTION

Whakatu desires to be a community that is friendly, safe and thriving. A thriving community is one that is prosperous and flourishing. Economic development is about building a strong economy at all levels in Hawke's Bay, Hastings and in this case Whakatu. Every Whakatu goal has a role in growing the economy. Each goal that successfully meets its outputs contributes to the economic development and prosperity of Whakatu and in turn benefits the wider district.

The more Whakatu people in full employment, better educated and having skilled work or self-employed will lift the income levels for this community. In a 'user pays' world increasing the wealth of the community will also lift the ability of families and households to access and pay for better health care, more choice in education and improve social and cultural participation in sport, arts and recreational activities.

Currently Whakatu income levels are lower than the wider Hawke's Bay region. Statistics NZ (2006) place the median total personal income for Whakatu workers aged 15 years and over who stated an income as \$21,800 (median means half earn more and half less, than this amount).

- For people aged 15 years and over, the median income in Whakatu is \$21,800. This compares with a median of \$22,600 for all of Hawke's Bay Region.
- 46.0 percent of people aged 15 years and over in Whakatu have an annual income of \$20,000 or less, compared with 45.4 percent of people for Hawke's Bay Region as a whole.
- In Whakatu, 10.3 percent of people aged 15 years and over have an annual income of more than \$50,000, compared with 13.9 percent of people in Hawke's Bay Region.

This section considers the position of Whakatu households regarding lower than average income levels and household expenditure in order to contemplate ideas to improve the economic standing of Whakatu. The aim is to reverse the trend of being a low socio economic community and by 2020 have measures in place to increase median incomes. At a community meeting it was stated that the Whakatu Kohanga reo children are ones to concentrate on for the future. The economic goal is aspirational in the sense that it will take at least a decade to lift the median income levels of this community.

BUILDING THE LOCAL AND WIDER ECONOMY

Shared economic prosperity across the Whakatu community will take time. By building on traditional strengths, new opportunities and the development of our people, economic prosperity is possible. The aspirations of the community have been organised to promote the following items.

1. **Skilled and enterprising people**
2. **New and diversified business investment**
3. **Responsive Council services**

1. The traditional economic base of Whakatu is to be employed by local businesses. The topic is well-defined within the employment and youth sections. Full time skilled employment, careers and trades is the primary aim for Whakatu people and results in better incomes and more spending power.

2. Trade training and qualifications are defined within the youth and the education and training sections. Although attaining trades skills may take a number of years once completed the salary range for a skilled worker increases providing more disposable income.
3. New and diversified business investment is defined within this economic section. Business development is regarded as the cornerstone for progressing economic growth through its sheer potential. Encouraging and mentoring the community's younger generation in business opportunities and taking those opportunities can strengthen income levels.
4. Responsive Council services are inherently interwoven with communities and defined within the Councils strategic and economic goals. The Hastings District Council from 2014 has placed a high emphasis on economic development and growth for the district and is actively engaged in luring more businesses to set up here.

Item 1 will achieve 100% employment with a focus on full time employment and skills that contribute to better incomes. Whanau ora plans contribute to a child's education pathway from Kohanga Reo to High School and tertiary and subsequently better jobs and higher earnings.

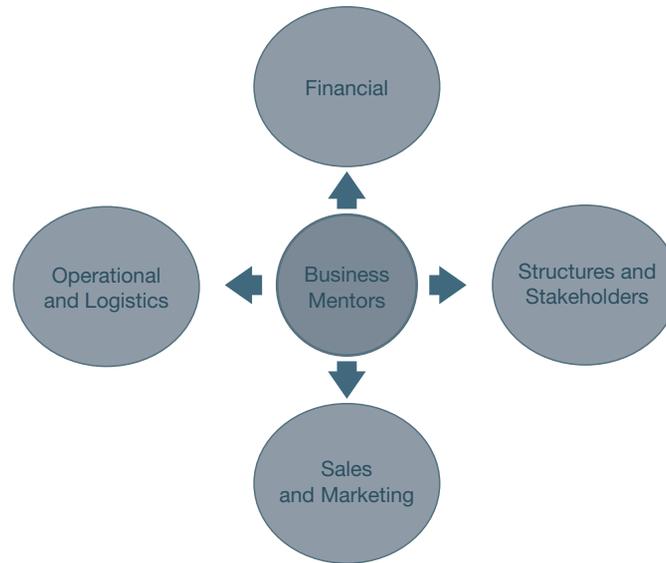
Item 2 will establish careers with transferable skills at a higher income level. Improved job security is a positive as is the potential spin-off for self-employment.

Item 3 is primarily about business start-ups, encouraging entrepreneurial talents and being self-employed. The intent is to provide opportunities for those who have talent currently unrecognised through traditional academic routes. Those more skilled in "making" or "creating" innovative solutions currently do not have the support they need to show them how to turn these skills into business opportunities. Given the opportunity some may wish to put their time into developing their own business rather than struggle through a trade or other qualification and this presents an alternative route to employment. The preferred way to action this item is to satellite under an existing business unit. The business and entrepreneurial set up is recommended as a distinct project initiative.

Item 4 indicates possible financial, staff, amenity or other support from Council. Attention towards economic development will be made by Council in the context of its Annual and District Plans and policies. It is important to understand the regulatory framework for Council economic services and Whakatu will submit on Council plans to signal support needs.

The economic portfolio may take time to emerge as a fully functioning component of the community plan due to the complexity of nurturing businesses and entrepreneurialism. In addition external business expertise will be required to lead the economic development actions and a satellite option is one way of doing that. It's about inspiring Whakatu residents with entrepreneurial talents and motivating those interested in business start-ups to determine value proposition and scalability of their business ideas before instigation. Essentially the aim is to provide a business training module for local residents and people from the wider district that are interested in business start-ups. Over time Whakatu community could build a knowledge base in business, science and technology translation which adds to the growth of the local and wider Hawke's Bay economy.

The key is to develop existing and/or high potential new companies through training that is relevant to the success of the business and ensures the business is sound and able to operate nationally and internationally. The training itself will serve to up-skill those new to business and will provide the skills for additional new business assessments. Expanding the economic goal to this level is where the community can help to grow business development. The Whakatu Maori community have residents directly linked to Hawke's Bay's indigenous treaty settlement groups that have asset companies and are future business participants. An economic development satellite could offer mentoring to help progress new Maori businesses.



Simplified diagram of the business training areas.

A two pronged approach targets business training at the community level for residents and for youth particularly in the digital space. Engaging with new or existing regional businesses may result in additional employment spin offs for Whakatu. In completing the cycle a new business start-up or self-employed venture could generate further jobs that the Whakatu career pathways module can offer to assist with.

CONCLUSION

The concept of moving Whakatu community toward a high income community using this type of concept is new and untried and there is no guarantee of success. The saying nothing ventured nothing gained applies here. All six strategic goals are seeking improvements in the lives of residents and families. Economic expertise is important to make it effective. Sourcing science/technology expertise and business knowledge to assist this portfolio or satellite is imperative and canvassing the community for residents already in business or self-employment to assist with this goal is beneficial. Just as the education and the careers module projects are measures that aim to lift median income levels so too is the business/entrepreneurial venture recommended as a distinct project to be funded.

GOAL	COMPONENTS	REQUIREMENTS	ACTIONS
ECONOMIC DEVELOPMENT	Business Entrepreneurial	Training Seminars Advice	Teaching Mentoring Networking

INTRODUCTION

Environmental issues are of high importance to the Whakatu community. The quality of air, water, river, streets, parks, roads, security and the general atmosphere or impression in and around Whakatu are environmentally significant to the residents and community. Many whanau and particularly many long term residents in Whakatu have little intention of moving and their homes and property may be left to the next generation within their families. Accordingly the Whakatu community desire a healthy environment to live in and to leave to their children. In this section environmental matters for Whakatu have been grouped across three divisions. Each division has distinct concerns applicable to that particular environmental segment along with recommendations.

Environmental divisions -

1. Whakatu natural environment and waterways
2. Whakatu residential environment
3. Whakatu industrial environment

The 2006 Whakatu Plan had five environmental goals (see below) and each goal had a sub set of actions that would contribute toward achieving the goals. The majority of actions were successfully undertaken and each action added value to the specified environmental goals. Goal 4 may have had progress with some industries but not all. Environmental protection is ongoing and requires continual vigilance, on-going actions and constant maintenance.

Goal 1	To improve traffic safety and awareness	Residential
Goal 2	To beautify Whakatu and create a sense of identity	Residential
Goal 3	To reduce environmental pollution	Natural & Industrial
Goal 4:	Reduce impact of the industrial & residential interface so the two activities can operate side by side and complement each other	Industrial
Goal 5:	To enhance and maintain the awa and river bank	Natural

The Whakatu community hui held during 2013 and 2014 raised a number of environmental issues important to residents. Unsurprisingly the issues are the same as the above 2006 goals. However, for convenience some issues previously under the environment goal have been placed elsewhere in this 2020 plan. Traffic safety is allocated under the Community Wellbeing goal (page 71) as is reducing industrial residential impacts. The above goals (2, 3, & 5) are ongoing work streams to be tracked through to 2020. This section outlines the Whakatu environment across three segments, each with a primary purpose;

- To maintain the awa and river bank - Natural environment.
- To beautify Whakatu - Residential environment
- Reduce environmental pollution - Industrial environment

NATURAL ENVIRONMENT

Some residents are active environmentalists (kaitiaki) due to their hapu and marae obligations and some are interested and involved with non-Maori environmental organisations. Over time these environmental guardians (kaitiaki) have acquired a wealth of customary, recreational and environmental knowledge and skills predominantly concerning the awa and waterway catchments. The community is fortunate to have several local residents who are well aware of the broad issues that affect their natural environment. Their knowledge of the wider political and economic decision making impacts on the environment is crucial in addressing recreational and cultural concerns for the local awa that meanders beside the Whakatu community.

Nga Kaitiaki o te Wai Maori and Operation Patiki are two local initiatives that add enhancement value to the awa and its ecosystems. Whakatu and Kohupatiki Paa residents working on these two initiatives are politically involved with Hawke's Bay Regional Council, Department of Conservation, Forest and Bird, Fish and Game, Federated Farmers, hapu and iwi and other stakeholders on catchment wide strategies. Some participate on the Regional Councils TANK group, (iwi, community and stakeholders developing policies on Tutaekuri, Ahuriri, Ngaruroro, Karamu waterways). Others are involved with the Hawkes Bay Bio-diversity habitat and species strategy. Kaitiaki o te Wai Maori carried out riparian planting along the Whakatu river bank and walkway and Operation Patiki has completed riparian planting on the marae side of the awa. It should be noted that the entire Ngaruroro River, mountains to the sea is culturally important to local marae, hapu and whanau.

The community goal of enhancing and maintaining the awa and river bank is happening at all necessary levels as river restoration takes many years. Activities occurring upstream can impact on river sites down-stream. River restoration involves participating in the political decision making arena with Regional Council to ensure the work and efforts happening at Whakatu are not compromised by political decisions made for other parts of the river. The residents already involved with the environs are well placed to lead and guide the Whakatu environmental goals and other residents are also welcome to be involved.

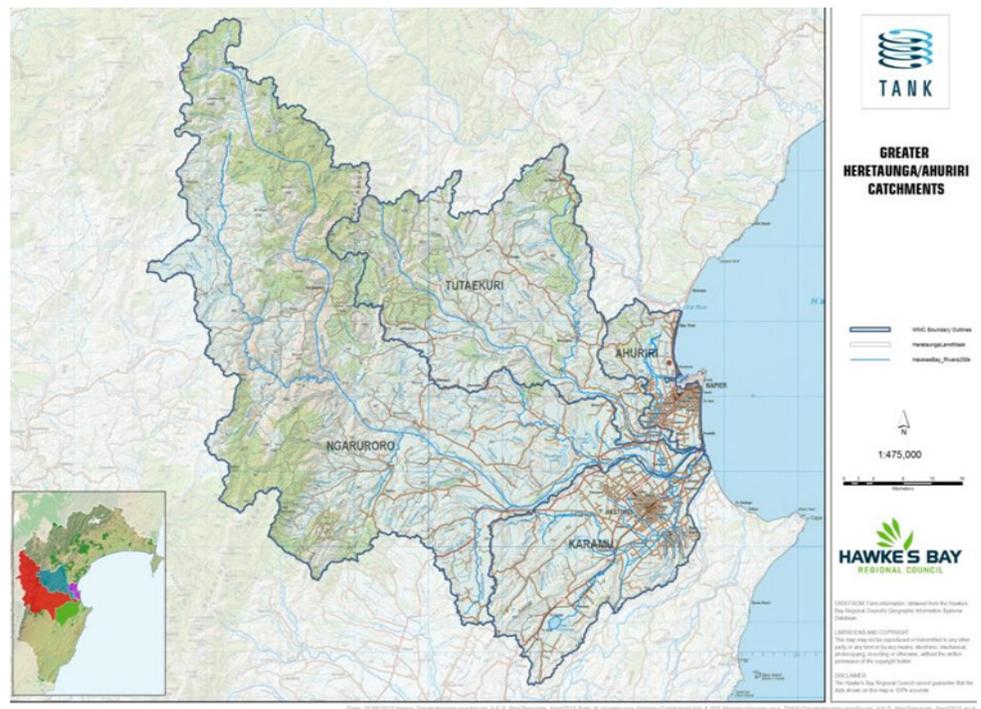
Water safety as it applies to swimming in the local river is not a crisis issue but the community must remain vigilant. Recreational swimming in the awa is rare more because of the low water quality and excess periphyton growth (algal weeds). Signs along the walkway to avoid swimming may be a health and safety consideration. Fishing for Whitebait in season is the predominant local fishing activity. The eel fishery no longer has eels of significant size and some eels caught have been found to have internal worm parasites. Water quality is a complex area and politically it will take time to work through.

RECOMMENDATIONS

- That the local river restoration groups continue the work they are involved with for the benefit of the natural environment and its eco-systems
- That community members interested in the environment get involved with the river restoration programs
- An annual community working day clearing/cleaning the river banks be put in motion
- Determine an effective way for community updates and information

NATURAL ENVIRONMENT ACTIONS

Who	What	How	When
Kaitiaki	Enhance / maintain the awa and river bank	Riparian planting and maintenance; walkway initiatives:	Ongoing
Kaitiaki	Catchment wide run off impacts on awa	Participate on TANK & Bio diversity strategies	2013 - 2015
Kaitiaki/RC/HDC	Arterial road impacts on waterways	Monitor water quality and address impacts	Ongoing
Kaitiaki/RC/HDC	Arterial road sites of significance	Beautification and plantings	2016
WAG	Evaluate awa activities	Kaitiaki yearly reviews	Annually



Map 1 TANK Catchment Area. Map provides the scale of waterways from mountains to the sea to highlight how big an area it is and the potential impacts of farms, roadways, urban and industrial runoffs into rivers.

RESIDENTIAL ENVIRONMENT

There are a number of Whakatu residential environment issues that have been allocated to the community wellbeing portfolio. The reason is to focus the environmental portfolio on the two core items of river enhancement and to beautify Whakatu. The two items are long term work streams that require a lot of effort. The community wellbeing section contains a full discussion on environmental issues around air quality, traffic safety /community safety including civil emergencies, emergency response plans and safe neighbourhoods.

Roading impacts on the natural and residential environment included the new Whakatu arterial route to the port of Napier. Individual residents were involved with Council in planning the roads direction and mitigating associated environmental impacts. The impacts included risk assessment and mitigation for waahi tapu sites, road runoff into streams, bridge construction over waterways and beautification of roadsides. Mitigation maintenance work will continue post the roads construction.

The arterial road caters for heavy vehicles access to the Whakatu industrial zone and to the port of Napier. Trucks accessing the Wools scours are expected to enter and exit along Anderson Road / Railway Road to the Woolscours. No entry signs for heavy vehicles should be erected at the Railway Road –State Highway 2 entrance to Whakatu.

In 2011, Whakatu commissioned a landscape plan as an outcome of its beautification goals. The beautification plan is titled “Whakatu at the heart of the River”. Currently the document is stationary but is still applicable for beautification of the community. The landscape plan specifies aesthetic items to visually improve Whakatu including entry statements for the roads into Whakatu and roadside plantings. The arterial road may have budget for roadside improvements and the landscape plan provides details for that delivering a win-win situation.

The landscape plan has not yet been given full effect. Residents involved with the environment should select items from the landscape plan, determine the work effort to carry it out and schedule completion dates. For instance plantings in Whakatu lack cohesion and the landscape area does not provide a sense of identity. Council support is necessary to improve the entrance areas into Whakatu and the village heart. Bus shelters for school children are desired and being worked through. However the implementation of the landscape plan is recommended as a distinct project for funding and delivery. The following landscape recommends should be actively pursued to improve beautification.

RECOMMENDATION	
	<ul style="list-style-type: none"> • Establish a small management team to facilitate and give effect to the Landscape plan • Further upgrade of plantings in and around the village heart on both Council, NZ Rail and private areas • A design is required for beautifying the area between the Whakatu store and Hall with potential for a landmarks marker in this location (planning work has already commenced on this aspect and backing can add impetus) • An approach should be made to Council to discuss Whakatu entry statements particularly where the new arterial road and traffic volumes enter Whakatu • Shelter belt trees required for the fence line beside the Wool scourers • Further ongoing development of the walkways

RESIDENTIAL ENVIRONMENT ACTIONS

Who	What	How	When
PCG	Complete bus shelters for school children and maintain	Funding, Art work, donations	2014
Management Team	Follow through on beautification items from Whakatu landscape document	Call for volunteers, prioritise landscape options, determine support needs	2015 - 2020
WAG/HDC	Arterial road development monitoring	Engage HDC engineering staff on entry statements/ signage, heavy vehicle access restrictions, roadside beautifications	2015 - 2016

INDUSTRIAL ENVIRONMENT

Industrial growth at Whakatu continues to expand with new businesses being established in the industrial park. The community accept that industrialism has long been part of the area and comments have been made at hui stating the community is not opposed to industry setting up in the industrial park as long as the activities meet standards that avoid conflict or nuisance effects on nearby residents. Reducing or avoiding pollution is the key desire.

Residents wish to be made aware of new industries being granted consent to set up in the industrial area to know how the new operation may or may not impact on the environment. There is no obligation for Regional Council to automatically provide that information but the community can request information from Councils pollution response team concerning discharge consents. At times there is confusion over District Council and Regional Council roles concerning the environment and a community perception that when it comes to industry council rules are not enforced.

Regional Council has jurisdiction over industrial impacts on the environment whilst District Council has jurisdiction over residential and industrial zones by setting conditions for activities in those zones. The conditions set for industrial zones allow for activities to emit greater noise, odours and other effects that residential zones do not allow. Regional Council is then responsible for industry resource consents that specify the limit those greater effects can reach but not exceed. The close proximity of the Whakatu residential zone to the Whakatu industrial zone is the dilemma.

The proposed 2014 Hastings District Plan includes a particular policy recommend that states - POLICY IZP14 Industrial activities with potential for significant adverse effects, such as noise or dust generation, heavy traffic movement, glare or odour, should be located on sites in General Industrial Zones that are remote from residential areas.

In the face of the District Council's proposed policy (IZP14) the Whakatu residential community already has an industrial site that is not remote, is right beside residential homes and has significant adverse effects including noise generation, heavy traffic movement and pungent odours (see Negative Impacts page 73). Reducing those impacts will require community political efforts and industry solutions.

Of further concern for residents is the real or perceived threat of hazardous substances held by some industries. In the recent past the community asked businesses for a list of hazardous substances used or held on their premise. A hazardous substances list was compiled however due to business confidentiality the list is not available for community perusal. An agreement was made between industry and the Whakatu Action Group that the hazardous substances list would be confidentially held by Hasting Fire and Emergency Services. The safety backstop is the Hazardous Substances Act and regulations imposed by statute. The legislation governs the storage, transport and legal handling of those substances to improve safety and minimise risk. Hazardous substances are not restricted to only industry as some chemicals or poisons are held by households or on resident's properties. All hazardous substances held by industry or private dwellings pose a threat to the environment although the Act provides safety measures on storage and handling. Despite the remote risk of a chemical emergency Whakatu community is wise to have an emergency response and evacuation plan. As yet the community does not have anything in place for Earthquake, Tsunami, Flooding, Chemical spill/Hazardous substances, Fire and emergency evacuations. The community wellbeing section recommends emergency and evacuation planning be completed.

At community hui expressions for a Whakatu volunteer fire service have been raised. Whilst the idea has merit there is significant cost for a building, vehicle, equipment and maintenance that could prove prohibitive. Napier and Hastings emergency services are quick to respond to emergencies and these stations have the information on the type of substances Whakatu industries hold.

INDUSTRIAL ENVIRONMENT ACTIONS

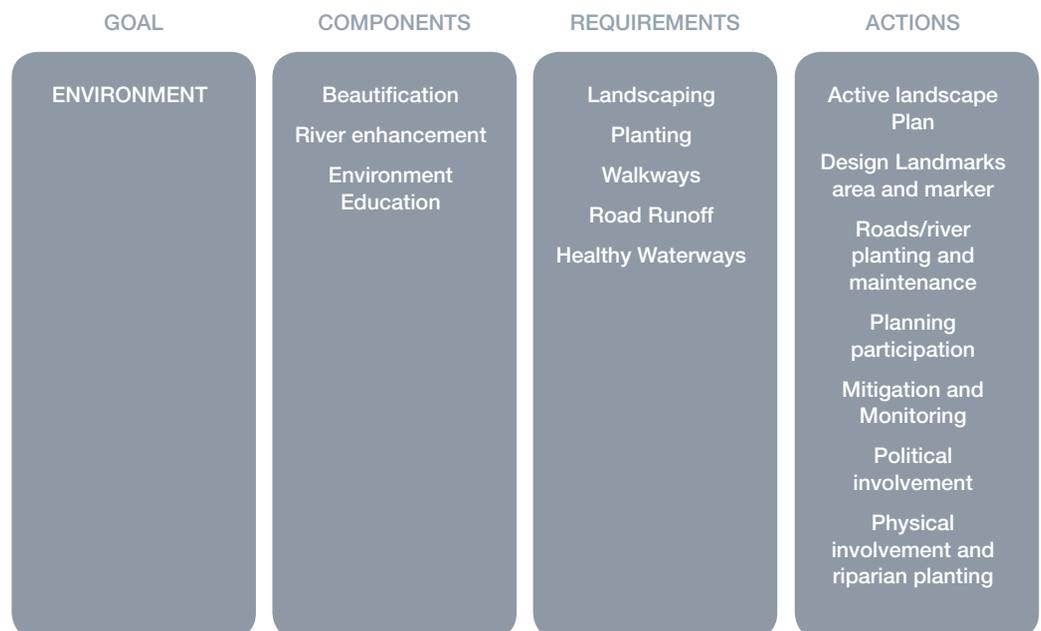
Who	What	How	When
Environment Volunteers	Reduce the environmental impacts of industry	Trigger regulatory & policy actions; utilise relationships	2014 - 2016
WAG/HDC, RC	New/all industries are compliant with Council environmental policies	Regional/HDC officers update WAG on compliance (communication vital)	Annually
WAG/HDC	Develop a Whakatu Community Emergency and Evacuation plan	Invite Civil Defence discussions & determine steps forward	2015

INDUSTRIAL ENVIRONMENT ACTIONS

The primary outcomes for this goal are river enhancement and beautification of the community. Physical river enhancement is underway and that will continue but extremely important is the political decision making by councils and stakeholders on waterways. This is where quality and protection policies are set and Whakatu kaitiaki are participating.

The beautification work is ready for actioning and the landscape plan is the template for that. Establishing a a schedule, priorities and resourcing needs is the start of several years of beautification work.

The environmental goal is focused on river enhancement and beautification work as both are intensive long term work streams.



COMMUNITY WELLBEING GOAL



He aha te me nui, he tangata, he tangata, he tangata.

What is the most important thing, it is people, it is people, it is people.

INTRODUCTION

This chapter is centred on ambitions from the community consultation hui held on 13th November, 2013. A brainstorming session was held where attendees were split into six groups to discuss community wellbeing. The session ended with each group providing feedback to the wider hui. The feedback highlighted a number of common themes. The following themes are listed here in a priority order based on the severity of the issues as they were presented and discussed.

1. Negative impacts of industries on the community
2. Community safety
3. Economic Development
4. Health and housing
5. Social and Cultural
6. Recreation and leisure

Item 3, economic development is addressed in the economic section. The remaining community wellbeing items are outlined here. The chapter starts with resource management policies before discussing the controversial issue facing residents namely the negative impacts of industrial discharges particularly odours. Resident's emotive reactions showed the depth of concern.

Finding a solution requires subtle manoeuvring between councils, industry and residents. Whilst this issue is examined here no specific remedy is proposed. Although it appears that little is being done some small steps are being taken to try and resolve resident's concerns. Other community wellbeing items are outlined including community safety, health, housing and some recurring issues (public transport) that are difficult to resolve due to low support or being financially unsustainable. Community wellbeing is a goal that does not end. Wellbeing actions that are undertaken and completed always require on-going maintenance or updating. Community wellbeing is an area of continual improvement.

STATUTORY OBLIGATIONS

The objective of the Resource Management Act is for development in New Zealand to be managed in a sustainable manner. The philosophy of the Resource Management Act is embodied in its purpose s5, which is; “To promote the sustainable management of natural and physical resources while enabling the community to provide for their social, economic and cultural wellbeing”. Under the Act ‘sustainable management’ means managing the use, development and protection of natural and physical resources in a way or at a rate, which enables people and communities to provide for their social, economic and cultural wellbeing and for their health and safety while:

1. Sustaining the potential of natural and physical resources (excluding minerals) to meet the reasonable foreseeable needs of future generations and;
2. Safeguarding the life supporting capacity of air, water, soil, and ecosystems and;
3. Avoiding, remedying, or mitigating any adverse effects of activities on the environment.

The Act also provides for matters of national importance including “the relationship of Maori and their culture and traditions with their ancestral sites, wahi tapu and other taonga. In achieving the purpose of the Act, all persons exercising function and powers under it, in relation to managing the use, development and protection of natural and physical resources, shall take into account the principles of the Treaty of Waitangi and shall have particular regard to:

- Kaitiakitanga.
- The maintenance and enhancement of amenity values.
- Maintenance and enhancement of the quality of the environment (abridged).

In 2003 HDC undertook consultation on the future expansion of Hasting's existing industrial zones including Whakatu. Consultation with local tangata whenua received the following suggestions.

- A sustainable development approach is taken when looking at Whakatu area, thereby considering future residential development, protection of waahi tapu and appropriate landscaping to soften impacts of industrial development.
- Take into account social and cultural factors as well as economic when considering options.
- Avoid conflict between residential and industrial land use.
- Consultation with Whakatu whanau re impacts that development will have.

Further consultation with the Whakatu Community Trust received the following:

- the need for effective buffering between residential and industrial land users.
- community want a say in determining environmental standards for industry.
- has land been put aside for the residential growth of the Whakatu Community.

The Resource Management Act emphasises sustainable development and the above community consultation emphasised best practice to avoid development conflicts. Unfortunately for Whakatu conflict has developed from discharge effects on the residential community.

NEGATIVE IMPACTS

All negative industrial impacts on residents are due to the close proximity of the Whakatu industrial zone to the community's residential zone. The residential community are well aware the close proximity to industry may result in the above impacts and accept that from time to time sporadic effects may occur. However on-going frequent effects are not acceptable. Since 2005 residents closest to WSI Wool scours have had distress from odours. Odour is the most persistent industrial impact. Next is emitting of fibres or other material from industrial chimneys or fans that spread unwanted particles on residencies. Increased heavy vehicles and noise closely follow and create further obvious impacts. The industrial park including the former Meat Works site extending westward to Ruahapia Road comprise the majority of Whakatu industries. Impacts from that part of the industrial park have occurred occasionally. Whereas the eastern part of the industrial zone that has the prime impact is between the residential homes of Railway Road, Essex Crescent and Avison Lane (see map 2). This will be referred to as the Railway Road zone.



Map 2: Whakatu residential zone (red outline) is beside the industrial zone (green stripes). Of the entire industrial zone the part with the highest negative impact (shaded green) is between the railway line and Essex Crescent.

The Railway Road zone including several houses once belonged to the former Meat Works hence the industrial zoning classification. Located in the Railway Road zone is the Wool scours. In 1991 the NZ Wool Board formed an independent company Wool Services International (WSI) to market NZ wool worldwide. WSI purchased the Whakatu Wool Scours. WSI is a shareholding with a listed address in Christchurch. The Wool scours site began to impact increasingly on residents about 2005 when it sought and was granted a 10 year resource consent from Hawke's Bay Regional Council regarding discharges into the air. Since then the frequency of odours, noise and heavy vehicle traffic along Railway Road has increased. Resident's anecdotes stipulate how unpleasant air quality can become.

The resource consent for Whakatu Wool Scours Limited to discharge contaminants into air from wool scouring operations has terms and conditions. A particular condition states that “any discharge of odour shall not be offensive or objectionable beyond the boundary of the subject property”. Regional Council have an 0800 complaint number available whereby complaints are received, recorded and investigated by Environmental Officers from the Council’s Pollution Response team. Using an odour assessment form the officers attending a complaint record a scale of odour intensity each minute over a ten minute time period;

- 0 – No odour**
- 1 – Very weak**
- 2 – Weak**
- 3 – Distinct**
- 4 – Strong**
- 5 – Very strong**
- 6 – Extremely strong**

HBRC actions are determined by the severity of the odours and importantly if that occurs on a regular and frequent basis. The difficulty is in the subjective interpretation of ‘frequent’. Some odour complaints have measured in the 2 – 3 vicinity, while complaints laid at other times have fluctuated from 2- 4 occasionally reaching 5 during the minute by minute recording (source - HBRC).

When the site opens the buildings doors residents note strong odours in the neighbourhood. To date the Council has chosen to work with the Wool scours on ways to mitigate concerns. Protocols have been established (2013) that require Woolscours to undertake an ‘Air Management Plan’. The Air Management Plan incorporates the management of odour and particulate matter including identifying the sources of odours for mitigation. An odour reduction system was recently installed for the wool wash. Regional Council has directed Woolscours to look at other industries with odour issues to see if there are new and better solutions or technology that work. An abatement notice may be issued by Council if odour strength and frequency continue. Although there is no overnight fix each small action taken moves toward improved air quality, but understandably residents closest to the site have lost patience.

Wool Scours operate seven days a week. Heavy vehicles service the plant from Monday to Friday delivering wool from all around the north island. At times trucks may arrive on a weekend but normally inwards deliveries are scheduled Monday-Friday from 6am till 2pm peak. A less number of outward port bound container trucks continue on after 2pm with most trucking activity concluding by 5pm according to Wool Scours management. The advent of the new arterial route to the port of Napier may see truck movements primarily enter and exit through Anderson Road although that only reduces heavy vehicles from the northern end of Railway Road. WAG should negotiate with the arterial route engineers to ensure signage prohibits heavy vehicles entering Whakatu from the State Highway 2 end of Railway road.

In 2014 the Whakatu community lodged a submission on the proposed Hastings District Plan to change the Railway Road industrial zone (see map 2) and reclassify that to a residential zone. This community plan will go to print before that outcome is determined. Rezoning the area to a residential classification will not stop existing industries from operating nor was that the intent. The aim is to prevent new industries starting in that specific area. The hearings process will evaluate submissions and determine whether or not the proposed amendments to the District Plan are adopted or not. Until then the outcome is unknown.

HEALTH AND SAFETY

The 2006 Whakatu plan aimed to support community health ventures primarily by organising and delivering healthy living programmes during 2006-07. Also included was to develop walkways, cycle tracks and ongoing recreation opportunities along the river, better utilise Whakatu Sports Association facilities and promote and support Whakatu as a holistic health centre. The health ventures were achieved as was the walkway/cycle track. However the Whakatu Sports Association no longer exists and the facilities are owned by Scales. The cycle/walkway is a popular and well utilised track and avoids the risk of having to walk or cycle along roadsides. The track is a 25 minute walk from Station Road to Showgrounds and the same from Station Road to Clive. Cycling the track is quicker still.

A decade later, healthy lifestyle desires remain but the delivery of health programmes within Whakatu is intermittent. In a user pays environment health is based on the so-called “best bang for your buck” and health priorities are typically determined by the numbers game. Most community health providers target town centres or the more populated suburbs when providing mobile or other services and people living in remote areas often travel to the provider’s facility. Nevertheless WAG should promote healthy lifestyles and invite health providers to visit and inform the community.

The Whakatu community desire public bus services. However bus services lose money on that route and unless that can be reversed no service will operate at a loss. Attending health programmes requires personal vehicle travel or taxi or utilising the cycleway into the city. Residents including elderly without the means to travel must organise other alternatives. Whakatu has no outstanding morbidity issues and statistically maintains normal health standards. Nevertheless should residents desire a community health facility or healthy living programmes that operate locally a number of issues require further discussion. For instance what programmes could operate locally, is the programme needed or nice to have and is it cost effective. There may be some health initiatives or health related prevention programmes for Whakatu youth but these will be delivered within the youth portfolio.

Community safety is a health issue and involves a wide array of items. Safety in the home, safety in public places, safety on roads and safety in water capture the concerns expressed at hui. These four safety aspects encompass all types of crime, accidents, danger, threats and recklessness. Safety on roads is an ongoing concern. Crime or criminal behaviour in the Whakatu community is present but not critical. Nonetheless vigilance and neighbourhood security should always be maintained. Whakatu community does not have an emergency response plan in place for earthquake, flooding, tsunami, storm event, chemical or fire emergency. The following actions are for community wellbeing volunteers to pursue.

1. A comprehensive appraisal of Whakatu traffic and road safety needs should be undertaken for all streets with recommendations
2. Neighbourhood support covers safety in the home, safety in public places and an emergency and evacuation plan. Initiate discussions with Civil Defence
3. Water safety is discussed in the environmental chapter
4. Healthy lifestyle programmes should be discussed on a case by case basis
5. Discuss neighbourhood watch issues

HOUSING

The Whakatu residential zone is surrounded by industrial and plains zoning. The industrial zone restricts residential development and the plains zone limits housing development to preserve fertile lands for economic production. In essence future residential housing growth at Whakatu is difficult unless land can be secured and approved for residential subdivision. In addition the Hastings District Plan (2014) has proposed changes for residential properties that want to build a second dwelling on the same section. The change has increased the size of a property to be eligible to build a second dwelling. Essentially your traditional quarter acre section will be too small to allow a second house to be built (see District Plan for exact measurements). Residential rental availability fluctuates from time to time but is generally low and by chance. The Whakatu residential homes of Station and Railway Road, Essex Crescent, Avison Lane, Buckingham Street, Ngaruoro Avenue and Bowen Place numbers approximately one hundred and fifty seven. The merits of a sub-division should be discussed by WAG as to where, how and what are the benefits to the community as a whole.

Housing valuations have been decreasing in Whakatu. Residents raised their concern over this particular trend and a hui was called in November 2013. A valuations representative attended the meeting to explain how property values are estimated. The hui was informed that every three years the District Council commissions a revaluation of properties as part of the rating calculations. Whakatu properties had mostly de-valued. The value of a property is established using a mass appraisal process often used when buying and selling as an indicative price. In other words the assessment is calculated on the amount of homes that go up for sale in Whakatu in the past year and the price the homes sell at. If the number of homes coming up for sale and being sold is low and the prices are not high indicates a low valuation is placed for that area. The rules are set by government through Land Information New Zealand (LINZ). Residents at the November hui considered the system unsound. The valuations representative stated that any residents unhappy with the valuation of their property and home have the right to contact the valuation company and request a home visit to reappraise and take into consideration any improvements or renovations that may increase the valuation. Accordingly the Whakatu housing valuations are not directly influenced by neighbouring industries as the system is based on the amount of homes sold and the sale prices. Granted a prospective house buyer may notice nearby industrial activity and offer the seller a lower price but that is a negotiation issue.

A further housing issue is switching to gas as a source of power but requires more community discussion. A gas line runs through Whakatu and powers many industries. The option for residential homes to connect to gas requires at least twenty residencies to switch.

SOCIAL AND CULTURAL

Community hui discussions outlined a number of social and cultural items for Whakatu that reflected an underlying desire to raise the communities profile. No doubt the legacy of the Whakatu Works closure left an indelible mark on the community perhaps of being down but certainly not out. Changing the perception of Whakatu to a vibrant and happening village is a positive outcome and more initiatives should be developed to produce that. The items below are from the community hui and signal areas that could assist with creating a vibrant community. Better air quality was also indicated as adding to the vibrancy of Whakatu.

- Maori culture
- Arts
- Community icons (statue)
- Whakatu 'brand'
- Commitment to community- a place where people want to be
- Celebrations (e.g. more community events)

WAG is well positioned to foster discussion around increasing community events and raising the community's profile. Traditional Maori arts and crafts knowledge has been expressed as a cultural area that is under-utilised. The education and training portfolio could work towards the provision of community based education programs that provide artistic learning. Local Marae may convene art and craft programs and is another base for learning.

RECREATION AND LEISURE

Recreational and leisure facilities at Whakatu cater for younger children with some playground equipment at parks although that could do with an upgrade. Local teenagers have indicated a facility to meet their needs includes a building for socialising, and I.T. equipment or perhaps a café. The youth portfolio will pursue this in greater depth.

- Recreation and leisure
 - Improved outdoor parks and facilities (toilets, equipment)
 - Building/facility for young people
 - Computers
 - Café
 - Socialising
- Community participation
 - Perception of (lack of) consultation re: new industry
 - Promoting physical activity/physical environments

RECOMMENDATION

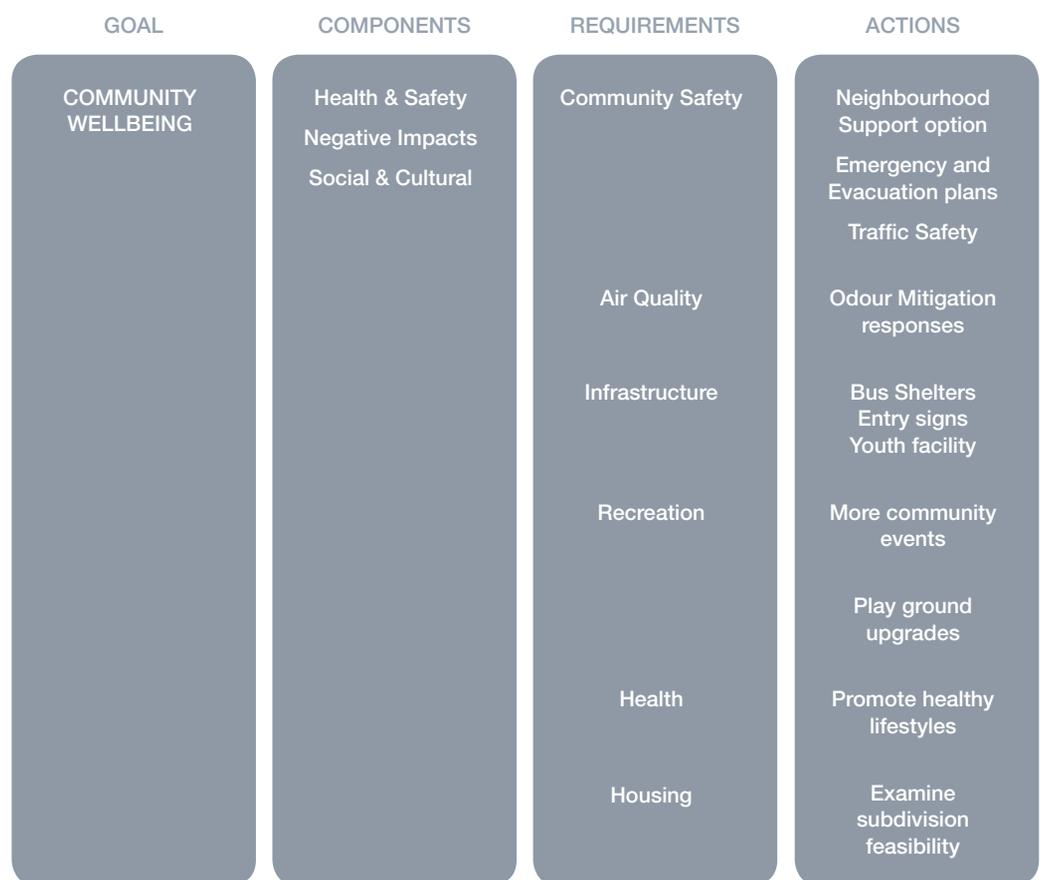
- **Initiate the health and safety actions on page 77**
- **Assign a community wellbeing representative to engage with Regional Council staff and Wool Scour management on ways to continuously improve and mitigate impacts**
- **Discuss ideas that add to recreational and physical amenities**
- **Discuss and agree on options for more community events and schedule at least one new event in 2015**

CONCLUSION

Community wellbeing is a significant arena of work and keeps evolving. Issues will always be forthcoming and political decisions made by councils may impact on communities for better or worse. Whakatu should expect social challenges and trials to arise from time to time.

Whilst Whakatu always addresses community wellbeing issues the results have different levels of success or effectiveness. It is expected that some issues will have 100% effectiveness and other issues may achieve 50% more or less effective change. Continual improvement adds to progressive development. If more residents step up to assist community wellbeing then considerable improvement should be expected by 2020.

The following diagram outlines the community wellbeing functions. Where community or environmental funding is available applications may be applied for to assist with aspects relevant to the outcomes below. Community grant funding and/or environment or other funding applications should be pursued.



OVERVIEW AND SUMMARY

IMPLEMENTATION

The comprehensive strategic goals chapter is summarised here for a quick snapshot view of the six strategies and actions including the rationale to resource a community coordinator position.

The following diagram specifies the broad areas to be implemented for each strategic goal. These items are the core functions of the strategy. Upon completion of the community plan (April 2014) assistance will be sought for a community coordinator to implement the plan. The coordinator position is outlined including the roles primary functions and objectives for a three year period.

GOALS



COMMUNITY COORDINATOR POSITION

A paid Whakatu community coordinator position is required to commence implementing the community plan. The coordinator position covers three strategy areas, namely Youth, Employment and Education/Training. Local community employment is first priority but the module is scalable to grow and service the wider district's youth and employment needs. The following table outlines the coordinator's primary functions.

Primary functions	Actions	When
Build and manage industry relationships. Secure vocational vacancies	Engage industry, build trust & rapport Secure support agreements. Arrange regular vocational offers- seasonal/full time/ careers. Instigate student/school work place experience and holiday work.	Year 1 -3
Maintain and manage career, trades and job seeker database and match & refer job ready candidates	Define jobs, trades and career aspirations Detail skills, experience, job readiness. Refer job ready candidates or activate interventions, evaluate annually.	Year 1-3
Develop and maintain support mechanisms for training, qualifications, skills and refer candidates for further training or interventions	Establish networks with intervention providers/partners/ITOs/PTEs/Schools & organise course participation. Constantly improve. Instigate driver licensing or skills programs. Submit funding applications.	Year 1-3
Guide entrepreneurial business options and facilitate youth leadership and development routes	Identify entrepreneurial talent and refer to economic development unit. Refer interested persons for business start-ups Liaise with local youth groups and develop leadership programs and youth improvement	Year 1-3

COORDINATOR OBJECTIVES

- Harmonious relationship are built with industries
- Employment vacancies allocated for local community & wider district
- More youth employment and training opportunities in place
- Career and trade training pathways are secured and supported
- Full time careers are providing higher incomes
- Integrity standards in place for work ready youth
- Networks and intervention supports in place and available
- Mentoring system set up
- Leadership development provides strong future leadership
- More skilful community contributing to the economy
- Whakatu 100% employed

A funded community coordinator position for at least 3-5 years is desired. For the establishment phase the community are negotiating eight months funding support for a coordinator contract (May to December 2014). Full time coordinator funding for 3 – 5 years is envisaged for the start of 2015. Indicative eight month budget; 30 hours per week @ \$20 per hour x 35 weeks = \$24,000 (admin included).

SUPPORT REQUIREMENTS

Ongoing funding support for a coordinator contract and distinct projects will require approaches to central and local government agencies. Relevant funding applications will be applied to as well. The implications for Hastings District Council will be requests for assistance.

There are a number of actions within the community wellbeing strategy that are designated for community volunteers to carry out. The actions call for more discussion at Whakatu Action Group (WAG) meetings to further debate housing issues and more recreational activities for the community. Creating emergency evacuation plans and neighbourhood support options are safety matters that can be undertaken by volunteers. A good deal of river enhancement and walk/cycle way work is already being done voluntarily and the plan reaffirms that continue. Healthy lifestyles are supported through community education and health provider information or services.

The economic focussed projects recommended for funding are areas needing a concentrated effort in a short time period. Distinct projects are aimed at vital economic components of the community plan. Likewise a committed community coordinator is a professional way to engage multi-million dollar businesses to secure vocational and career support.

Economic benefits of a community coordinator and distinctive project investment based on providing a modest twenty five jobs per annum is projected at \$500,000 in reduced benefit payments and increased tax contributions for government. Productivity input would likely take that amount to \$600,000 and business development and entrepreneurialism can increase that further. Social and cultural wellbeing from full employment and the flow on effects across the community and district are beneficial although placing a value on those is difficult. Whakatu expects to provide more than twenty five jobs annually. Needless to say the returns on any investment in this plan will be significant and an annual estimate of one million dollars in overall economic benefits would not be far off the mark.



The Whakatu community plan recommends five distinct projects for funding. One project has an environmental/social outcome and four projects are directly linked to economic outcomes. Funding these projects will achieve a speedy accomplishment of multiple actions specified in the community plan. More importantly achieving the four economic projects will enable the Whakatu Plan to be fully operational at the start of 2015. Establishment work by the interim community coordinator will also be completed by start of 2015 enabling the careers module and training systems for skills and employment placements to be fully operational.

Projects	Actions	When	Cost
Develop a Youth Careers Module (three person local team)	Examine actions from community plan for inclusion in module design. Scrutinise trade training initiative. Liaise with employers and youth providers for input into design. Wananga x 2 with youth for design input and testing. Engage families for mentoring and whanau support schemes. Complete module design, peer review and test.	2014 5 month contract	Negotiable one off cost
Form an all-inclusive Training System that networks ITO's, PTE's, providers for use in the employment and youth strategies (two person local team)	Engage local industry ITO support. Determine training/skill requirements that benefit local industry, Design umbrella option with local willing PTE for community course deliveries, catalogue available training providers, their services & cost. Liaise with Tertiary providers for trade training qualification requirements and document processes for all inclusive training system. Test system.	2014 3 month contract	Negotiable one off cost
Develop/deliver an educational package that links Primary and Secondary learning with industry careers and skills. Project to commence after projects 1 & 2 end. One person contract	Link skills and qualification needs of industries to local school programs by designing an educational employment package. Engage with Community Coordinator, primary and secondary schools, MOE, training providers to inform the package. Review industry and school commitment to package prior to delivery. Ensure information and experience to students meets careers objective. Evaluate regularly.	2015	Negotiable one off cost
Create an Entrepreneurial and Business Innovation Satellite (external team)	Economic and business development expertise is required to create this satellite and methods to increase business skills, nurture start-up companies, establish a bridge head for Innovation and operating courses.	2015 & 2016 & review	Negotiable
Apply the Landscape plan and beautification objectives (Environmental team)	Implement the beautification design from the 2011 landscape plan, Landscape markers, plantings, gardens, centre point development.	2015 -2018 3 year program	Negotiable

TOWARDS WHAKATU 2020

The actions identified for the community goals are wide-ranging and residents need to:

- Achieve the Plan objectives
- Establish a process to monitor and evaluate progress
- Maintain the plan as a living document
- Determine the lead responsibility for the Plan
- Report to the community annually on the plans progress
- Update plan as necessary

The actions in this plan represent the first steps towards 2020 and achieving the community's six strategic goals. The goals identify pathways and sets out a series of actions to be accomplished

Some of the actions are just the beginning of a long-term engagement process of development and implementation, such as the careers module and communication, engagement and relationship building with industry and lifting the communities median incomes. Implementation will result in further actions being recommended to meet community demands and how best to access resources.

Implementing this plan will require a commitment from central government, local government and the community to work together collaboratively in new ways. A mechanism (the Hub) is advocated for the six strategic goals; that is, an entity is designated as being responsible to assure that these critical items get the attention they deserve. The coordinating groups within each of the six goals will carry out the relevant actions described in the plan.

On-going monitoring and evaluation of the actions is important to ensuring the success of the plan and enabling the identification of new challenges and the redirection of resources to meet those challenges as they arise. This Plan should be considered as an evolving plan, to be reviewed annually and updated as necessary.

In conclusion this proverb reflects progress from the old plan to the new.

Ka pu te ruha ka hao te rangatahi ka awatea

The old net is cast out, the new net goes fishing, it is a new dawn

Nga mihi nui ki te whanau whanui o Whakatu. Kua mutu te korero ka timata te mahi.

Tena koutou, tena koutou, tena koutou, ka toa .

This section is an appendage to the plan and explains the methodology and processes involved in developing the 2015-2020 Whakatu community plan. The sole purpose of this section is for the Whakatu community in the year 2020 to be able to reflect back on this plan and the events that shaped it should the community commence post 2020 planning. Reflections were beneficial in this current planning process but required searching and scanning many documents, records and minutes across a number of databases. This methodology section locates the information here. In five years from now in order to look forward it is expedient to look back.

The explanation begins with events that led to the plans conception through to approval of the project and commencement of the planning phases. Detail is provided on the steps undertaken for research surveys, consultation hui and keeping Whakatu informed.

PROJECT CONTROL GROUP

The Member of Parliament for Taihauauru the Honorable Tariana Turia heard of the Whakatu community desire for 100% employment. She asked “who is Whakatu and are we helping them”? Shortly after, Te Puni Kokiri (TPK) engaged the Whakatu community to discuss support for the 100% employment desire. Subsequent discussions eventually led to an agreement to fund a community action plan for employment aims and other future community aspirations. A seven month fixed term position was anticipated to expedite the project of developing a community action plan.

TPK funding was channelled through Hastings District Council due to Council having a community support function and the administrative infrastructure. Council would host the development of the plan and employ a facilitator on a fixed term position. A Project Control Group (PCG) to oversight and help manage the project was formed and a terms of reference developed to clarify PCG’s role and responsibilities and any conflict issues. The PCG members comprised of three community representatives selected via the Whakatu Action Group, (Joseph Whare, Aki Paipa, Des Ratima), Hastings District Council Community Advisor (Paddy Steffert) TPK representative (Farley Keenan) and in due course the fixed term project facilitator (Wayne Ormsby).

The Project Control Group met every third Tuesday of the month for the duration of the project to monitor progress and to provide advice, guidance and recommendations. The PCG provided significant support throughout the development of the plan and gave willingly of their time without remuneration. The PCG presided at community consultation hui, responded to questions and maintained the meetings composure. The PCG monthly meetings preceded the Whakatu Action Group meeting and that provided up to date and regular reporting to wider Whakatu community members in attendance.

METHOD

The coordination and development of the Whakatu Community Plan commenced on September 12th 2013. Hastings District Council (HDC) provided a base, administration support and assistance to the project coordinator for delivery of a plan. Candidates applied, interviews were conducted and an applicant was selected to coordinate development of a Whakatu Community Plan.

The funding contract contained (Schedule A) being the broad work requirements to be completed and these were signed as a contract agreement. A delivery plan of tasks evolved from Schedule A.

Table 1:

Schedule A	Project Areas	Actions/Tasks
Aspirations and needs of whanau identified	Organise and facilitate community consultation hui, Identify whanau / community aspirations	Hold four community hui: - Sept 30, Nov 13, March 12, April 23 Develop a research questionnaire Scope whanau/community/workplace audits. Develop employment, education, training, cultural/social and health/wellbeing plans (March 31)
Whakatu Community Plan Developed	Incorporate community /whanau aspirations into draft document. Identify specific actions to be further developed	Specific actions identified and agreed. Complete a draft Whakatu Village Community Plan for PCG sign off by April 2014
Final Report April 2014	Reporting milestones, Final Report	Regular reporting delivered Final report completed

The first of four community consultation hui convened in September 2013. Hui were held to achieve schedule-A contract requirements. The first hui was convened primarily to inform the wider community about the Whakatu project and to hear and document all future aspirations and desires of the community. The Whakatu residential community were informed of up-coming consultation hui by postal mail outs approximately two weeks in advance. In addition a few days prior to the hui a further reminder was delivered by way of letter box drop by local volunteers. Newsletters and pamphlets were the mediums used.

The 2nd hui presented the community surveys and introduced the Eru Pomare research group directing the survey. Based on information from the first community hui survey questions had been drafted and were presented at hui two. In addition hui attendees were invited to form six discussion groups and each were given sufficient time to brainstorm community needs and aspirations and present the group's results. The brainstorming reaffirmed the strategic goals and provided further information to complete the survey questionnaires. Hui three provided feedback on the household and rangatahi survey analysis results and these were presented by the Eru Pomare Research group. The final of the four community consultation hui provided residents with an overview of the community plan, where to from here and what is required or to be expected in the implementation phase.

CONSULTATION HUI

Hui	Date	Key Messages	Attendance
1	Sept 30th 2013	New plan introduction, themes from 2006 plan-still relevant? community concerns, ideas, aspirations 2015 - 2020	35
2	Nov 13th 2013	Update project, outline 2006 plan achievements; introduce researchers and community surveys / questionnaire explanation, convene groups for discussion and feedback on hui one ideas.	30
3	Feb	Survey results feedback to community. Outline strategic goals for implementing the Whakatu plan, discuss bus shelter design options.	26
4	April	Final draft of plan presented to the community and last feedback entered prior to printing.	25

Schedule A required a community and industry audit (survey) be undertaken. Professional research assistance was sought and two research groups tendered to do the community research. The Eru Pomare Research Centre (EPC) based at the Wellington Medical School was. EPC tendered a significant financial discount to do the survey in appreciation to the

community for their 1995 Whakatu research. The survey method was submitted to an ethics committee and approved as a Category B Ethics Approval by the University of Otago. The questionnaires were anonymous so ethical approval was a smooth process.

Researchers from the Whakatu community were trained in November 2013 and delivered the survey on December 2nd. Collection was completed by 23rd December 2013. Raw data was entered on to an Excel spread sheet by a staff member of the Hastings District Council and was completed by January 16th 2014. Non-identifying information was supplied to the University of Otago for analysis. Given the timeframes to conduct the analysis only basic descriptive analysis was conducted. The analysis report was completed and sent to the project coordinator on 17th February, 2014.

INDUSTRY SURVEY

The industry survey was commissioned and recruited an external consultant Aaron MacIntosh "Human Resources specialist" to gather employment information from Whakatu businesses. The industry survey was launched on December 19th at a hui called by PCG and convened for Whakatu businesses. The survey questionnaire was developed using data from a previous 2012 Whakatu industry audit commissioned by WAG and undertaken by Jodi Hamilton. The 2014 survey expanded on that information by providing more explanation to businesses on the community employment and career aspirations. Questions sought current employment numbers as well as forecasted projections for employment needs in three and five year's time. Any issues that hinder employment were pursued along with ideas for solutions. Maori and Pacific Island trade training scheme was indicated in the survey as a pending pathway and industry informed that the community was placing its strategic goals into a hub entity for streamlined engagement. Information from the survey showed 40 businesses were at the industrial park. The questionnaire asked if businesses were willing to assist Whakatu 100% employed and did they have an interest in a youth careers pathway. The industry survey report was completed on 23rd March. Some businesses asked for their comments to remain anonymous and that was respected.

The plan followed the 2006 format and commenced with an historical background of Whakatu. The closure of Whakatu Freezing Works was discussed and how the community has responded over the past twenty or more years. The 2006-2016 community plan was reviewed and showed that most of the objectives were achieved by 2014. The industry chapter followed to present the economic value and opportunity on the community doorstep. That discussion highlighted the importance of a community and industry interface and the need for a professional relationship with businesses. This is where the hub structure is described.

The community survey results were inserted after the Whakatu industrial park description to indicate the status of the community in regard to employment, skills, training and how residents viewed their community. The crux chapter of the plan came next and outlined the six strategic goals identified by the community. The youth section was by far the most ample of all six sections. As the strategic goals chapter is very descriptive and has a lot of information to digest a concise implementation summary followed. The implementation overview and summary pages used diagrams to help illustrate the content of several chapters in only five pages. This is where the proposed community coordinator is described and the five distinct projects for funding defined.

In late April the draft Whakatu plan was reviewed by PCG and a few council staff for feedback. Post the fourth community hui a final edit was done and the completed version including a cover design was ready to go to graphic designers to format prior to printing. At the conclusion of the project an evaluation report was delivered to Te Puni Kokiri that specified how the project went, what worked/did not work, any impediments, risks and also positives from the project experience.

The PCG recommended the community convene a formal handover ceremony for the 2015-2020 Whakatu Community Plan be held 29 May. The Mayor or Deputy Mayor and Councillor for the Whakatu area be invited along with Member of Parliament Meka Whaitiri (former Whakatu resident). Local Whakatu industrial representatives were also invited. The Whakatu hall was the venue and PCG arranged the agenda for the proceedings. Printed copies of the plan were available.

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For further information contact the
Economic and Social Development team at:

Hastings District Council
Private Bag 9002
Hastings
New Zealand

Ph. 06 871 5000

www.hastingsdc.govt.nz

Published May 2014.