



I, Kitea Tipuna, Tumu Whakarae Chief Executive, hereby give notice that Strategy, Wellbeing and Economic Development Committee Meeting will be held on:

Date: Tuesday, 3 December 2024
Time: 10:00 am
Location: Council Chamber, Wairoa District Council,
Coronation Square, Wairoa

AGENDA

Strategy, Wellbeing and Economic Development Committee Meeting

3 December 2024

MEMBERSHIP: His Worship the Mayor Craig Little, Cr Denise Eaglesome-Karekare, Cr Jeremy Harker, Cr Roslyn Thomas, Mr Jack Beaton, Mr Seenie Kahukura, Mr Terence Maru, Ms Kimberley Bell, Mr Sam Jackman, Ms Sue Wilson

The agenda and associated papers are also available on our website: www.wairoadc.govt.nz

For further information please contact us 06 838 7309 or by email info@wairoadc.govt.nz

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- 1 **KARAKIA**
- 2 **APOLOGIES FOR ABSENCE**
- 3 **DECLARATIONS OF CONFLICT OF INTEREST**
- 4 **CHAIRPERSON'S ANNOUNCEMENTS**
- 5 **LATE ITEMS OF URGENT BUSINESS**
- 6 **PUBLIC PARTICIPATION**

A maximum of 30 minutes has been set aside for members of the public to speak on any item on the agenda. Up to 5 minutes per person is allowed. As per Standing Order 15.1 requests to speak must be made to the Chief Executive Officer at least one clear day before the meeting; however this requirement may be waived by the Chairperson. Requests should also outline the matters that will be addressed by the speaker(s).

7 MINUTES OF THE PREVIOUS MEETING

Ordinary Meeting - 8 October 2024

**MINUTES OF WAIROA DISTRICT COUNCIL
STRATEGY, WELLBEING AND ECONOMIC DEVELOPMENT COMMITTEE MEETING
HELD AT THE COUNCIL CHAMBER, WAIROA DISTRICT COUNCIL, CORONATION SQUARE, WAIROA
ON TUESDAY, 8 OCTOBER 2024 AT 10:00 AM**

PRESENT: His Worship the Mayor Craig Little, Cr Denise Eaglesome-Karekare, Cr Jeremy Harker, Cr Roslyn Thomas, Mr Seenie Kahukura, Ms Sue Wilson

IN ATTENDANCE: **Kitea Tipuna** (Tumu Whakarae | Chief Executive), **Gary Borg** (Pouwhakarae – Pūtea/Tautāwhi Rangapū | Group Manager Finance and Corporate Support), **Michael Hardie** (Pouwhakarae – Hua Pūmau | Group Manager Assets and Infrastructure), **Juanita Savage** (Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager Community Services and Development), **Kate Standring** (Executive Principal | Office of the Mayor/Office of the Chief Executive)

8 KARAKIA

The opening karakia was given by the Chief Executive, Kitea Tipuna.

9 APOLOGIES FOR ABSENCE

APOLOGY

COMMITTEE RESOLUTION 2024/163

Moved: Cr Denise Eaglesome-Karekare

Seconded: Cr Roslyn Thomas

That the apology received from Mr. Terence Maru be accepted and leave of absence granted.

CARRIED

10 DECLARATION OF CONFLICT OF INTEREST

To be declared as the agenda progresses.

11 CHAIRPERSON'S ANNOUNCEMENTS

Nil.

12 LATE ITEMS OF URGENT BUSINESS

PRESENTATION FROM THE WAIROA BUSINESS HUB

COMMITTEE RESOLUTION 2024/164

Moved: Cr Denise Eaglesome-Karekare

Seconded: Cr Roslyn Thomas

That the presentation from the Wairoa Business Hub be received as a late item.

CARRIED

PUBLIC EXCLUDED – GENERAL DISCUSSION OF AHI KŌMAU

COMMITTEE RESOLUTION 2024/165

Moved: Cr Jeremy Harker

Seconded: His Worship the Mayor Craig Little

That the public excluded general discussion of Ahi Kōmau be received as a late item.

CARRIED

13 PUBLIC PARTICIPATION

A maximum of 30 minutes has been set aside for members of the public to speak on any item on the agenda. Up to 5 minutes per person is allowed. As per Standing Order 14.14 requests to speak must be made to the meeting secretary at least one clear day before the meeting; however this requirement may be waived by the Chairperson.

14 MINUTES OF THE PREVIOUS MEETING

COMMITTEE RESOLUTION 2024/166

Moved: Cr Roslyn Thomas

Seconded: His Worship the Mayor Craig Little

That the minutes and confidential minutes of the Ordinary Meeting held on 10 September 2024 be confirmed.

CARRIED

15 GENERAL ITEMS

APPOINTMENTS TO THE COMMITTEE

COMMITTEE RESOLUTION 2024/167

Moved: Cr Denise Eaglesome-Karekare

Seconded: His Worship the Mayor Craig Little

That the committee approve the appointments of Seenie Kahukura representing Adara and

Terence Maru representing Rongomaiwahine Iwi Trust to the Strategy, Wellbeing and Economic Development Committee.

CARRIED

BUSINESS ASSOCIATION APPOINTMENT TO THE COMMITTEE

COMMITTEE RESOLUTION 2024/168

Moved: Cr Jeremy Harker

Seconded: Mr Seenie Kahukura

That the committee approve the appointment of the Chairman of the Wairoa Business Association to the Strategy, Wellbeing and Economic Development Committee, and that a specific member appointed by the Business Association will serve as an alternate when the Chairman cannot attend. Additionally, future Chairs of the Wairoa Business Association will automatically sit on the committee as representatives.

CARRIED

PRESENTATION FROM THE WAIROA BUSINESS HUB

COMMITTEE RESOLUTION 2024/169

Moved: Cr Roslyn Thomas

Seconded: His Worship the Mayor Craig Little

That the committee receive the presentation and refer it to the Community Partnership Group.

CARRIED

Mr Seenie Kahukura delivered a brief presentation on behalf of the Wairoa Business Hub, summarising their full business plan. He noted that the current funding for operations is nearing its end, prompting the Hub to explore self-sustainability strategies for the upcoming year to ensure continued operations.

8.1 COMMUNITY SERVICES & DEVELOPMENT GROUP UPDATE

COMMITTEE RESOLUTION 2024/170

Moved: Cr Denise Eaglesome-Karekare

Seconded: Cr Roslyn Thomas

The Committee receive the report.

CARRIED

The Group Manager of Community Services and Development spoke to the report.

The committee:

- Revisited a previous conversation about relocating the smaller signs currently situated at the district boundary closer to town.
- Addressed the larger new signs that are being printed for the district boundary.
- Highlighted the previous request of a power source instead of relying on solar power.

The Group Manager of Community Services and Development highlighted the necessity for a new structure if the new signs do not fit within the existing framework of the ISite signs that Council already has approval to use the land area in which it sits.

The committee showed support for the pricing structure for the Gaiety Theatre outlined in item 8 of the report and requested a trial of the proposed advertising initiative. The Group Manager of Community Services and Development noted that there has been a schedule change for item 9.1 of the report. The Māori Film Festival will retain its original timing at Kahungunu Marae, while the event at the Gaiety Theatre will be rescheduled to coincide with Matariki. The Group Manager of Community Services and Development noted that she would speak on the Wairoa Star pricing proposal and Te Ahi Kōmau within public excluded.

9 PUBLIC EXCLUDED ITEMS

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION 2024/171

Moved: Mr Seenie Kahukura

Seconded: Cr Roslyn Thomas

That the public be excluded from the following parts of the proceedings of this meeting at 11:02am.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
8.1 – Community Services & Development Group Update	S7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities.	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under

		section 6 or section 7
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CARRIED

COMMITTEE RESOLUTION 2024/172

Moved: Cr Denise Eaglesome-Karekare

Seconded: Ms Sue Wilson

That Council moves out of Closed Council into Open Council at 11:54am.

CARRIED

The Meeting closed at 11:55am.

The minutes of this meeting were confirmed at the Strategy, Wellbeing and Economic Development Committee Meeting held on 3 December 2024.

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CHAIRPERSON

Strategy, Wellbeing and Economic Development Committee – Actions Sheet

<u>ACTION</u>	<u>MEETING THE ACTION WAS RAISED IN</u>	<u>DUE DATE</u>	<u>OFFICER RESPONSIBLE</u>	<u>COMMENTS</u>	<u>STATUS</u>	<u>PUBLIC EXCLUDED</u>
Request quote and requirements for businesses to advertise ads on the big Gaiety Theatre projector screen.	23/04/2024		Juanita Savage	Hoyts technician booked to complete set up/training for the advertising. Two businesses have confirmed and in discussion with a further three. (27/11/2024 update)	In progress	No
Strategy, Wellbeing and Economic Development workplan. The recovery plan to have an economic development and a community wellbeing priority.	16/07/2024		Juanita Savage	LTP has been provided to the Consultant. Waiting on Recovery Plan. (27/11/2024 update)	In progress	No

.....

CHAIRPERSON

8 GENERAL ITEMS

8.1 COMMUNITY SERVICES & DEVELOPMENT UPDATE

Author: Juanita Savage, Pouwhakarae - Rātonga Hapori me te Whakawhanake | Group Manager Community Services & Development

Authoriser: Kitea Tipuna, Tumu Whakarae Chief Executive

Appendices: Nil

PURPOSE

- 1.1 This report provides information for Committee on specific subject matters within the Community Services and Development Group. No decisions are required by Committee at this stage.

RECOMMENDATION

The Pouwhakarae - Rātonga Hapori me te Whakawhanake | Group Manager Community Services & Development RECOMMENDS that Committee receive the report.

2. ECONOMIC DEVELOPMENT PLAN

- 2.1 The project is progressing, but at a slower pace pending finalisation of the district recovery plan. The plan is vital for aligning the economic development goals and resources. As a result, consultation with residents and businesses has been delayed until the recovery plan is finalized.
- 2.2 The main foundation for the development plan will come from extensive community consultation, including online surveys, workshops, and interviews. Ensuring local ownership of the plan is a key focus.
- 2.3 Work Completed:
 - Background Information:

Compilation of essential data covering Wairoa's economy, infrastructure, key industries (agriculture, forestry, tourism, etc), and Māori economic development.

Review of funding opportunities related to business, community development, and cyclone recovery.
 - 2.3.2 Initial Contacts:

A database of 145 key contacts in the region has been established, which will be expanded with feedback from Council.
 - 2.3.3 Draft Consultation Questions:

Surveys have been developed for various sectors, including residents, Māori trusts, agriculture, retail, and tourism, to understand their perspectives on economic development.

2.3.4 Review of Previous Submissions:

Submissions to the Three-Year Plan have been assessed to identify current economic development issues.

2.3.5 Review of Provincial Growth Fund Beneficiaries

Analyzed funding and projects from neighbouring districts to inform potential project ideas for Wairoa.

2.4 Next Steps:

2.4.1 Media Release to announce project's commencement.

2.4.2 Formation of a Project Reference Group to provide oversight and guidance.

2.4.3 Initial Consultations: APR Director to visit Wairoa in February 2025 for introductions and an overview presentation to the Council and Reference Group, marking start of consultation.

2.4.4 Full Consultation Process: Kanohi ki te kanohi (face-to-face) interviews, phone calls, online surveys, and workshops will be conducted.

2.4.5 Industry Reports: Summary reports from various sectors will be developed and shared for feedback.

2.4.6 Report Structure: The final report will include background context, consultation findings, strategy analysis, and an implementation plan with actionable tasks and timelines.

2.5 Consultation is expected to begin in February 2025, contingent on the completion of the district recovery plan and the holiday season. The project's progress will align with the Council's schedules.

3. CHRISTMAS MARKET & PARADE

3.1 A total of 155 registrations have been received for floats to participate in the parade and 40 stalls registered for the market.

3.2 The market will be centred around the Wairoa Library green, and the eastern end of the Wairoa Township and will run from 9am to 12pm.

3.3 The parade will commence at 12pm.



4. FUNDING GRANT

- 4.1 Council's application for funding for Wairoa Waitangi Day 2025 was successful.
- 4.2 The Ministry for Culture and Heritage has offered a grant of \$6,000 towards the core event delivery costs.
- 4.3 The Community & Engagement team will work alongside key organisations to deliver this event.
- 4.4 Subsequently, the new Funding and Contracts Advisor role will be in place 12 December.
- 4.5 The key responsibilities for this role will include:
 - Responsible for end-to-end management of external funding for Council. This includes identifying and securing funding opportunities aligned with Council's strategic and long-term plans, preparing compelling applications and proposals and managing contractual agreements.
 - To actively seek external funding sources and contribute to Council's financial strategy, diversifying income streams beyond rates to ensure financial sustainability while enabling the successful execution of Council initiatives, projects and programmes.
 - Management of the reporting and monitoring of funding agreements to Council, the Chief Executive and funding agencies.
 - Maintain a schedule of external funding received by Council.
 - Develop relationships with funding agencies.

5. GAIETY THEATRE

- 5.1 The Deed of Lease has a renewal date of 1 November 2024, with a final expiry date of 1 November 2027.
- 5.2 There are outstanding minor property issues being addressed by Council's Property team, including damage, carpets, bulbs and plumbing.
- 5.3 Council's Property team are working with a consultant on refining Council's seismic assessment programme.

6. DEDICATED MARKET AREA

- 6.1 Council has been successful in funding from the Tourism Infrastructure Fund – Round 7. Projects in the application included an upgrade to the North Clyde (River Parade) Public Toilets and Surrounds.
- 6.2 Council Property Manager has indicated the consideration to also install a new toilet block in the War Memorial Park car park, as well as revitalising the playground in the vicinity.
- 6.3 There is an existing building at War Memorial Park with intention to be used as a sustainability hub and supporting events in the park area.
- 6.4 Recent enquiry has been received by local mobile business units, for an area that Council would dedicate for market stalls and food caravans.
- 6.5 The report author invites a discussion with the committee members for this subject matter.

7. COUNTRY CONCERT

- 7.1 Council supported the Country Concert held at the Wairoa War Memorial Hall on 23 November 2024.
- 7.2 This is an event coordinated by Marie Tuahine and a regular event for Wairoa.
- 7.3 This latest event was well supported with a reported attendance estimated about 100 people.



8. LOCAL BUSINESS AWARD

- 8.1 Congratulations to Quality Roding and Services (QRS), winner of the Outstanding Social Impact Award presented by The Breeze Hawke's Bay 97.5FM. QRS holds a special place in the heart of the Wairoa community, demonstrating an exceptional commitment that goes beyond expectations for major employers in smaller towns. Over the past year, QRS became an unofficial coordination hub following severe floods, showcasing their ability to mobilise resources, support civil defence efforts, and enable staff to aid their whānau during crises. Their leadership, generosity, and unwavering dedication make a tangible, positive impact on Wairoa's whānau, rangatahi, and the wider community.



8.2 WINTERS BUILDING/NEW I-SITE UPDATE

Author: Mike Hardie, Pouwhakarae - Hua Pumau | Group Manager Assets & Infrastructure

Authoriser: Kitea Tipuna, Tumu Whakarae Chief Executive

Appendices: Nil

1. PURPOSE

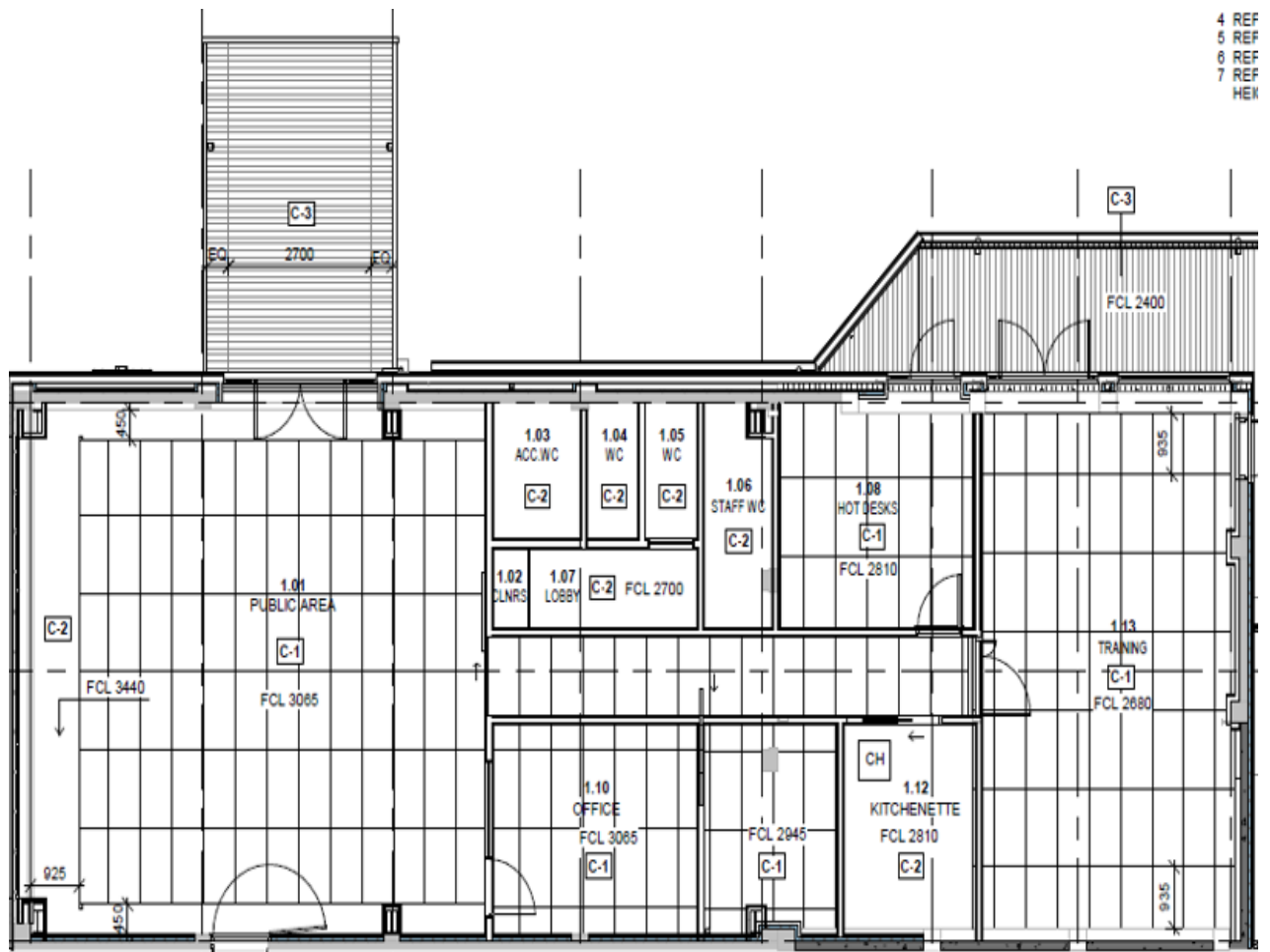
- 1.1 This report provides information for Committee on progress of the Winters/New I-site build. No decisions are required by Committee at this stage.
- 1.2 This is predominantly aimed at communicating any official opening timeframes for planning purposes across Council.

RECOMMENDATION

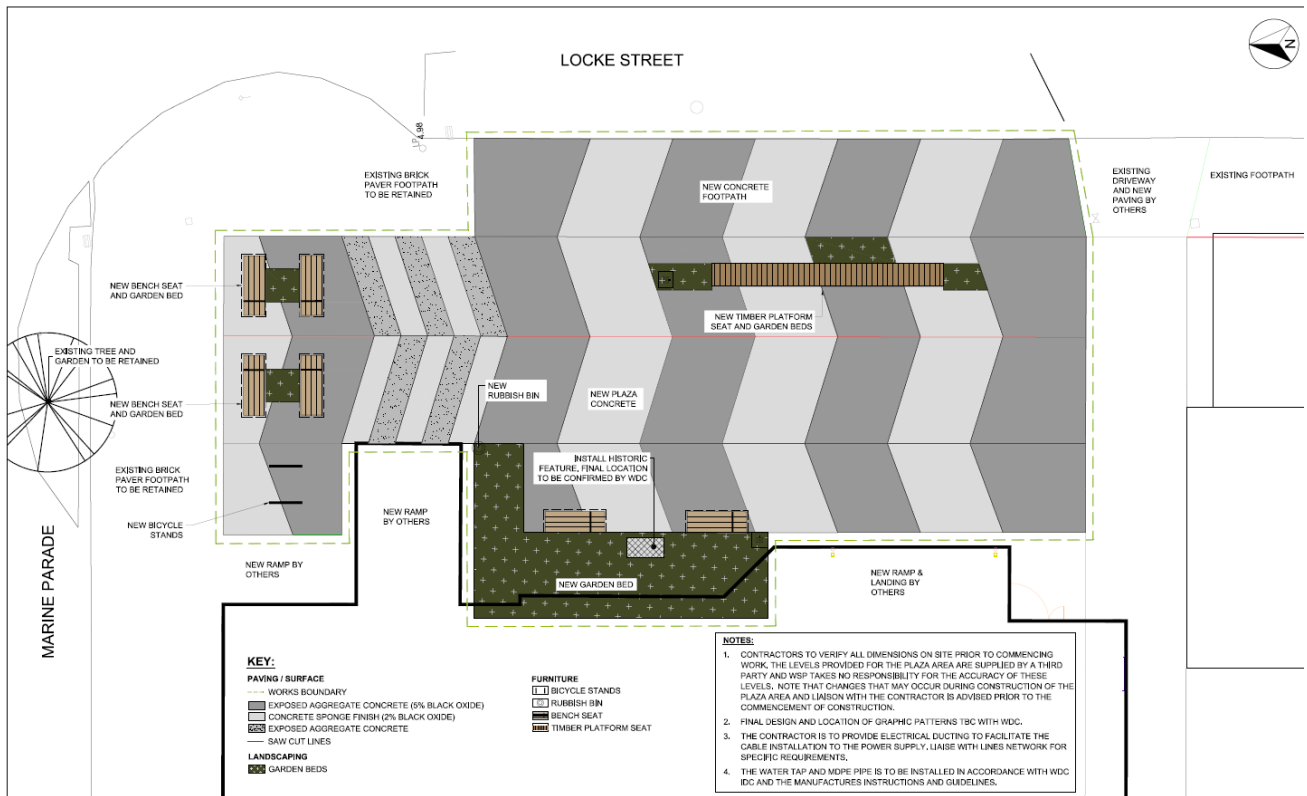
The Pouwhakarae - Hua Pumau | Group Manager Assets & Infrastructure RECOMMENDS that Committee receive the report.

2. BACKGROUND

- 2.1 The Winter's /i-site building retrofit includes an i-site reception area office, toilet facilities, a small kitchen as well as a hot desk room and a training/conference room.



2.2 The exterior landscape works adjoining the Marine Parade/Locke Street corner has been designed creating a plaza setting and includes a specialized concrete finish as well as contemporary streetside furniture.



3. FINANCIAL REPORT

3.1 As at 31 October 2024

	BUDGET	COST TO DATE	REMAINING BUDGET
PROFESSIONAL SERVICES	\$172,900.00	\$ 198,482.34	-\$25,582.34
CONSTRUCTION	\$ 2,287,951.74	\$ 1,210,943.41	\$ 1,077,008.33
TOTAL	2,460,851.74	\$ 1,409,425.75	\$ 1,051,425.99

4. TIMELINES TO COMPLETION

- 4.1 The i-site building is scheduled for handover from the main contractor at the end of January 2025 (excluding the connecting door to the Gemmell’s courtyard which has a long lead order of a fire curtain and requires a separate consent and fireplan lodged by the Gemmell’s building).
- 4.2 Interior fit out can occur after handover including IT monitors, CCTV and office furniture/joinery although the ordering of these components should occur prior to this period especially long lead items. It is expected that this operation will take no longer than 4 weeks.
- 4.3 Following the building handover and signoff, the nominated contractor will commence works on the landscape works and it is expected that this will be completed in an

accelerated timeframe of up to 8 weeks – This will be dependent upon letting the works as soon as practicable to ensure the ordering of long lead items are carried out.

- 4.4 Whilst it is anticipated that the building will be available for use by the end of February, the courtyard door and landscape works will not be completed until the end of March.

Further Information

n/a

References (to or from other Committees)

n/a

8.3 TOI-TU REGIONAL ARTS STRATEGY

Author: Austin King, Kaiwhakahaere Hapori me te Whakapāpā | Community and Engagement Manager

Authoriser: Juanita Savage, Pouwhakarae - Rātonga Hapori me te Whakawhanake | Group Manager Community Services & Development

Appendices: 1. Toi-tu Regional Arts Strategy [↓](#)

PURPOSE

- 1.1 This report provides information for committee members to review the regional arts strategy, with the intention of presenting it to Council for adoption.

RECOMMENDATION

The Kaiwhakahaere Hapori me te Whakapāpā | Community and Engagement Manager RECOMMENDS that Committee support the Toi-tu Regional Arts Strategy being presented to Council for adoption.

BACKGROUND

- 1.2 In late 2021, Ngā Toi Hawke's Bay Arts Trust conducted wananga, workshops and surveys with creatives across the Hawke's Bay region, including in Wairoa.
- 1.3 The purpose of the engagement was to create a strategic framework that helps inform and reinforce Council and their work in the local arts sectors.
- 1.4 It also supports agencies' ways of working, strategy setting and policymaking.
- 1.5 A total of 12 one-on-one interviews were conducted across Hawke's Bay, which laid out foundational sector understanding.
- 1.6 Eight wānanga were held, including one in Wairoa, which identified current capabilities and aspirations of the arts sector in Wairoa and Hawke's Bay.
- 1.7 Nga Toi Hawke's Bay Arts Trust conducted a wananga with Wairoa whanau, and that was attended by 20 to 30 Wairoa artists and creatives.
- 1.8 A total of 127 responses were received on a survey that asked respondents to highlight priority areas of need and interest in the arts sector.
- 1.9 Council currently does not have an arts policy, but the adoption of this regional framework will allow Council to commit to implementing relevant aspects of the strategy through policy, plans, programmes, and projects, some of which present immediate opportunity for implementation.

2. OPTIONS

- 2.1 The options identified are:
- Status quo – do not recommend Council to adopt the strategy.
 - That a report is tabled at an Ordinary Council meeting for adoption.

2.2 The preferred option is presenting the strategy to Council for adoption. This contributes to the following community outcomes:

Cultural wellbeing	Economic wellbeing	Social Wellbeing	Environmental Wellbeing
Celebrating our identity as a community.	Recognising value and future-proofing the arts sector.	Ensuring access and building connections.	Enhancing our environment.

What are the key benefits?

2.3 Council would be committed to implementing the framework through policy, plans, programmes, and projects, some of which present immediate opportunity through implementation.

2.4 This strategy will also allow Council to provide a cohesive framework for supporting and promoting the Wairoa arts sector across our district and the wider Hawke’s Bay region, fostering greater collaboration opportunities for local artists.

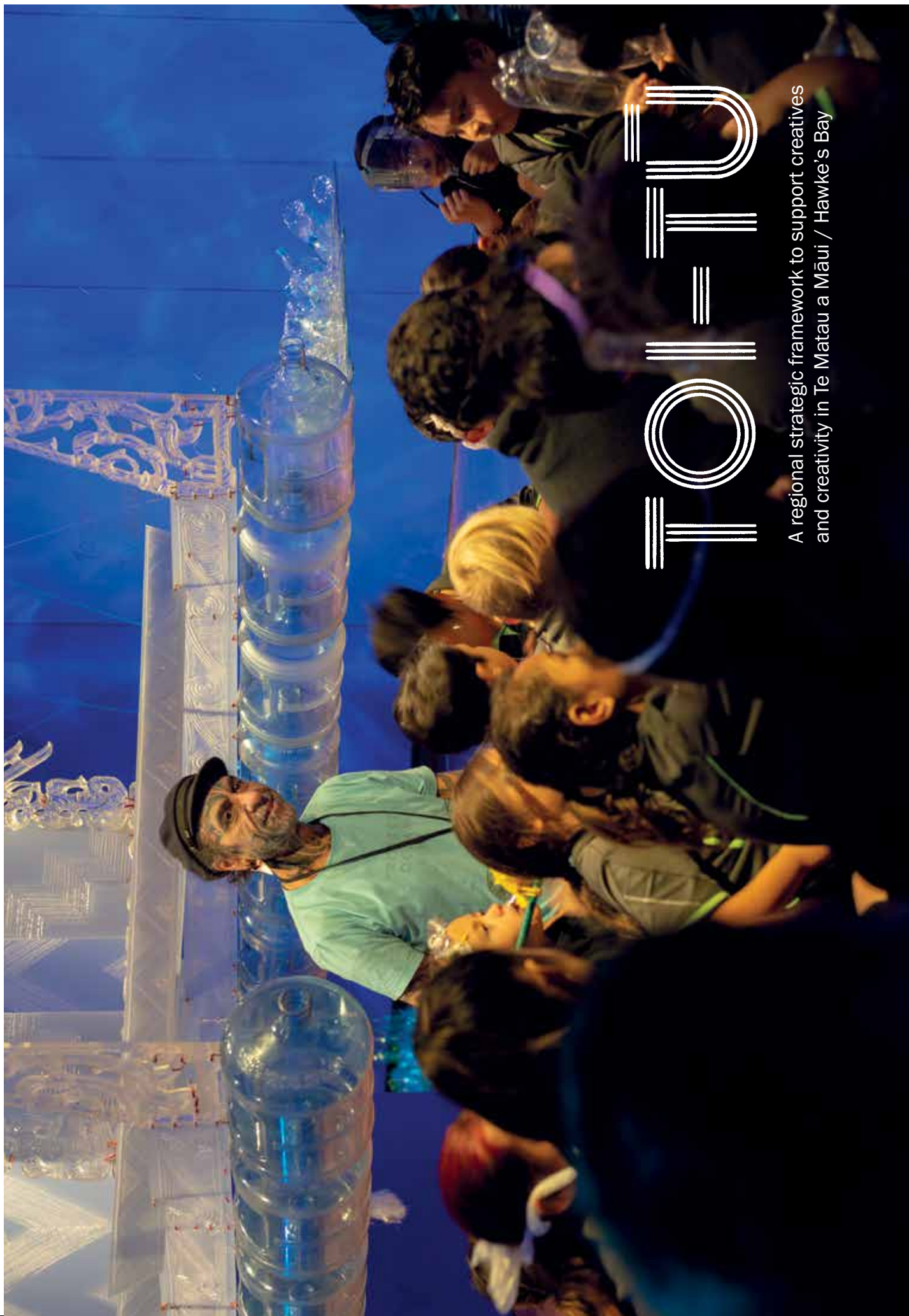
What is the cost?

2.5 There is no cost to Council.

What is the saving?

2.6 This strategy and framework contains key wellbeing principles that align well with the aspirations and vision of local artists, and would not require Council to conduct further engagement and consultation with the Wairoa arts sector.

2.7 Engagement has already been undertaken with local creatives.



A regional strategic framework to support creatives and creativity in Te Matau a Māui / Hawke's Bay

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"We know our arts and culture are valuable and positive enhancers of our physical, mental and social wellbeing."

Hon Carmel Sepuloni, Arts and Culture Associate Minister, 2019

Cover Image:
George Nuku at the MTG for Bottled Ocean 2116
Photo Credit: David Frost

Carving of the Ngā Pou o Heretaunga
Photo Credit: Eva Bradley

June 2023

Mihi

Tēnā koutou katoa e noho nei i Te Matau a Māui, i raro i ngā maunga o Whakapūnake i Wairoa, o Mataruahou i Te Whanganui a Ōrotu, o Kahurānaki i Heretaunga, me Ruahine i Tamatea.

E tika ana kia tuku mihi ki a Ranginui e tū iho nei, ki a Papatūānuku e takoto nei

Ka tuku mihi ki a Tāne Mahuta, nāna te taonga, te kākano i toha hei whakapakari i ō tātou mahi toi.

Nei rā te mihi ki ngā tohunga toi o Te Matau a Māui kua riro tītapu ki te huinga o te kahurangī.

E rere atu ngā mihi ki a koutou ngā toiwahakairo o Te Matau a Māui. Kia kite te āhuatanga o ō koutou mahi toi, hei whai māramatanga mō tātou katoa.

Nō reira, Toi-tū te whenua, Toi-tū te tangata, Toi-tū a Ngāti Kahungunu

Greetings to all who live in Te Matau a Māui Hawke's Bay, under the mantle of our mountains, Whakapūnake in Wairoa, Mataruahou in Te Whanganui a Ōrotu, Kahurānaki in Heretaunga and Ruahine in Tamatea.

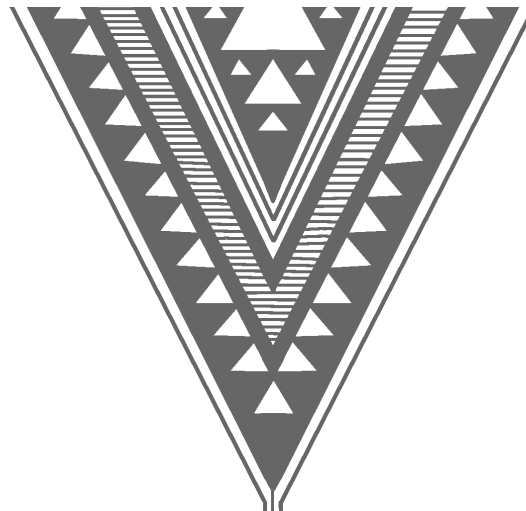
We greet the sky father above. And the Earth mother below.

We also greet Tāne Mahuta god of the forests and birds who provides the tools and materials we use for our creations.

We pay respect to all those artists from Te Matau a Māui who are now stars in the sky.

Greetings to all artists and creatives who dwell in Te Matau a Māui Hawke's Bay. May your future masterpieces bring joy to us all.

Therefore may the arts uplift the region, its people and Ngāti Kahungunu.



He Whakatauki

Te toi whakairo, he mana tangata.

Where there is artistic excellence, there is human dignity.

*Dr Piri Sciascia, Ngāti Kahungunu, Ngāi Tahu, Kāti Māmoe, Ngāti Maniapoto, Ngāti Raukawa, and Rangitāne (1946-2020)
Spoken during his acceptance of Nga Tohu a Tā Kingi Ihaka award at Creative New Zealand's Te Waka Toi awards in 2016.*

Introduction

Toi-tū Hawke's Bay is a framework to guide development of current and future arts, culture and creative strategy and projects within Hawke's Bay. Through collaboration, projects and partnerships, it aims to align collective effort across sectors and disciplines towards a common vision and outcomes.

It has been developed in response to the many voices of the Hawke's Bay creative sector, what matters to them most, and what matters to the community, not just for now, but for future generations.

It is not a prescriptive implementation plan, rather it leaves the door open to possibility, expecting individuals, groups and entities to determine how they can implement the framework through what they do, where they do it, and how they do it.

Toi-tū is a kaupapa incepted from conversations with the creative sector. It is a response to identified gaps; the areas where action can result in long-term and far-reaching change. Implementation of Toi-tū will see a region-wide expression of Hawke's Bay's identity, cultural diversity, heritage and sense of place. It will support pathways for creatives, enterprise and community to actively engage with creative practice. Toi-tū also voices a commitment to raising the profile of creativity nationally and internationally.

Hawke's Bay is a culturally rich region, where creative activity is part of what makes it an exciting place to live. The arts make people happier, smarter, more innovative, more connected. Toi-tū is a response that hopes to bring collective intention across the region in support of this vibrant and vital contributor to the community.

Kaupapa / Shared cause

TOI-TŪ

Uplift our creativity to uplift our people.

'Toi' is a Māori word used for creative arts, but also refers to notions of excellence and attainment.

'Tū' can mean to uplift, elevate, rise, stand or sustain.

'Toi-tū' then refers to uplifting and sustaining our arts, culture and creativity to the highest level. This is our shared cause and will focus our endeavours.

Moemoeā / Vision

Hawke's Bay is recognised for creativity, creatives and distinct regional identity.

Creativity gives voice and presence to all members of Hawke's Bay's community.

Creativity creates opportunity, and drives innovation and enterprise.



Blossom Parade

Photo Credit: Hastings District Council

Four wellbeings

Local government in New Zealand has a principal purpose to build, uplift and promote community wellbeing. This has four interrelated parts: social, economic, environmental and cultural wellbeing. Local authorities have a role and responsibilities for these four wellbeings. In everything councils do, these wellbeings must be central to planning, prioritising and decision making.

Within the creative sector, there is opportunity, and a desire to contribute to positive wellbeing outcomes for community. Through the arts, culture and creative sector, councils can enrich community wellbeing. The arts contribute to the economy and facilitate social connection. Through the arts culture is made visible, and the built environment is enhanced.

The creative sector in Hawke's Bay - concept creation, production, aggregation and distribution, and consumption - has much to contribute to community wellbeing. By uplifting the creative sector councils can uplift communities, groups, initiatives and individuals. A healthy creative sector is made possible through region-wide awareness and respect for the positive role the arts play in community.

Although all four wellbeings are evident throughout the creative sector and its work, there are specific pillars that speak directly to each wellbeing. Using these pillars as a framework, the creative sector can articulate what successful delivery of each wellbeing looks like, where gaps and opportunities lie, and how intentions can be turned into actions.



Kurt Yates at Haicourts Hawke's Bay Arts Festival 2018
Photo Credit: Tim Whitaker

Purpose

The actions, aspirations and aims of the Toi-tū regional strategic framework require support in terms of local and regional infrastructure and resourcing. The focus areas of the framework can help inform and reinforce local authorities and support agencies' ways of working, strategy setting and policy making.

Cultural wellbeing

Whakanuia te tuakiritanga
Celebrate identity

Environmental wellbeing

Whakangakohia te taiao
Enhance the environment

Social wellbeing

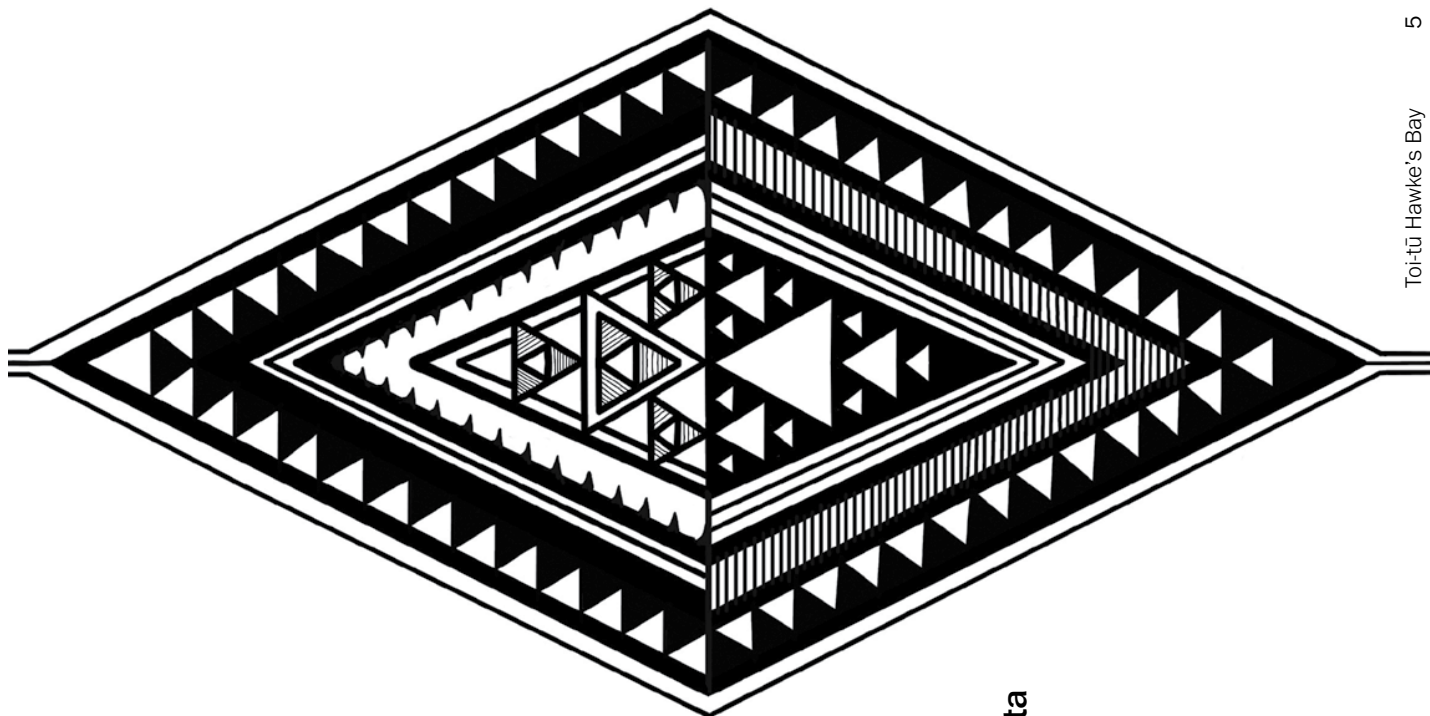
Whakaungia te tomonga
Ensure access

Whakapakarhia te taukaea tāngata
Build connections

Economic wellbeing

Me kite te wāriu
Recognise value

Āraihia te rāngai mō te anamata
Future-proof the sector





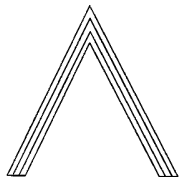
Te Hohou i te Rongo - Cultivating Peace

This Pou is part of the award-winning heritage trail, Ngā Ara Tipuna.

This 3.6m tall gateway, designed by local carver Conrad Nepe Apatu, welcomes visitors to the peak of the Pukekaihu Pā Site. Te Hohou i Te Rongo is a combination of traditional and modern Maori design. The stylised figures encompass the history of Pukekaihu Pā, coming together in a hongī (to press noses) - the ultimate act of cultivating peace.

Matariki celebrations - dawn ceremony at the Pukekaihu Pā in Hunter Memorial Park, Waipukurau (June 2022)

Photo Credit: Jackie Lowry



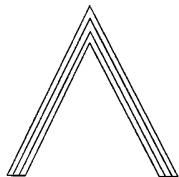
Cultural Wellbeing: Celebrate identity

Connection to our shared and diverse cultures, to our regional and personal stories and our sense of place is enabled by creative expression. To support this the Toi-tū framework prioritises using all possible opportunities to express our Hawke's Bay identity. It also highlights the need to raise the local and regional profile of creative practice in Hawke's Bay, and improve the visibility of our creatives on the national and international stage.

<p>Priority</p> <ul style="list-style-type: none"> Express our unique regional identity. Enable opportunities for individuals and groups to celebrate their culture. Support an inclusive creative sector with space for all expressions of identity. 	<p>What does success look like?</p> <ul style="list-style-type: none"> Ngāti Kahungunu is recognised as a creative powerhouse. Hawke's Bay is recognised as a creative powerhouse. Support is given to events, festivals and creative outputs that express cultural diversity. Local artists are proudly showcased on a regional level.
<p>Gaps and opportunities</p> <ul style="list-style-type: none"> There needs to be diversity of contributors in the expression of culture and creativity in civic projects. Representation of place, people and heritage need to be consistently included in regional projects. Stretch out creative expression past what is safe, known and comfortable. 	<p>Aspirations</p> <ul style="list-style-type: none"> Include arts venues and destinations on way-finding throughout the region. Include public art in new capital works and civic projects with an emphasis on growing opportunity for local artists. Build arts, culture and creativity into Hawke's Bay tourism strategies and offerings.



Jo Blogg at Rabbit Room.
Photo Credit: Karin Strachan for Bay Buzz magazine.



Economic Wellbeing: Recognise value

Truly valuing the region's creative sector means raising the profile of creative practice in Hawke's Bay. Overt respect for the creative sector as a vital, viable and valuable participant in the economy validates its contribution. The creative sector also benefits from audiences and arts participants who are knowledgeable and engaged. Active consumers of arts, culture and creativity are valuable contributors to the creative economy. Identifying opportunities to capitalise on the creativity of the region benefits the sector and the region. It also enriches the wider creative sector in Aotearoa New Zealand and internationally.

Priority

- Uplift the profile of creative practice in the region.
- Improve visibility of creatives on a national and international level.
- Acknowledge that investment in creativity is an investment in people.

What does success look like?

- Creatives are proud and use opportunities to confidently express their value.
- Creatives are fairly paid for their work.
- Sector advocacy groups and leadership are meaningfully consulted and supported by local authorities.
- Businesses proudly, loudly and authentically support the arts.

Gaps and opportunities

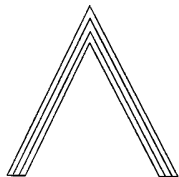
- Opportunities are created to present the region's creatives to the rest of the country.
- Consumers' understanding of the value of the arts is improved.
- 'Profile opportunity' is not viewed as payment.
- Resourcing is recognised as essential to ensure creative sector programmes can reach their potential.

Aspirations

- Promote local artists to national presenters.
- Identify and support opportunities to enhance business skills within the creative sector.
- Profile and celebrate creative output in public spaces, publications and social channels.
- Include creative sector representation in significant regional working groups.



Kristy Neho and Eru Heke in Whare Korero at the Hawke's Bay Art Festival 2021.
Photo Credit: Charlotte Anderson.



Economic Wellbeing: Future-proof the sector

Enabling and ensuring mechanisms, tools and systems that support a healthy creative sector helps ensure a sustainable future for consumers, producers, creatives and distributors. Supporting opportunities to improve creative practice, grow knowledge and broaden experiences benefits individual practitioners, the sector and the community. It also feeds back into the industry as creative fuel and inspiration. To have lasting benefits, initiatives and commitments need to be strategic and have a long-term view. Maintaining momentum relies on sustainable funding, resources, infrastructure and support.

Priority

- Support creative sector by allocating resources and offerings to develop knowledge and skills of creatives.
- Provide opportunities and experiences that grow the knowledge of arts audiences and participants.
- Sustainable funding is secured for initiatives, activities and operations.
- Pathways are developed to pass skills from one generation to the next.

What does success look like?

- Organisations and businesses include creatives in their work.
- Youth have pathways into creative practice and roles throughout the creative sector supported by learning institutions and local authorities.
- Information and tools to support and guide career development are available and accessible.
- The region's creative sector is encouraged to take risks, and research and experimentation are supported.

Gaps and opportunities

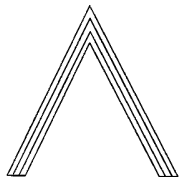
- Attract practising artists to be based in Hawke's Bay by offering affordable, interesting places to work.
- Establishment of arts residencies and exchanges within the region.
- Artists encouraged and supported to participate in residencies outside the region.
- Incubator business environments available that nurture creative start-up entrepreneurs.

Aspirations

- Support and resource a cross-sector creative hui.
- Invest in youth participation and mentoring within the arts.
- Support sector-wide development with practical mentoring at all levels of need.
- Fund activities that prioritise creative sector capability.



Arathi playing Undergrand's grand piano
Photo Credit: Richard Birmer



Environmental Wellbeing: Enhance the environment

The work of the creative sector increases the desirability of cityscapes for visitors and locals. This can lead to the region becoming a more attractive proposition and destination. Place making is a way of telling stories within the built environment that can enhance spaces while expressing identity, culture and heritage. It leads to a visible cultural heritage that builds local pride and provides opportunity for local expression. Supporting and nurturing the natural environment is also integral to a sustainable creative sector. Being mindful of the consumption of materials and the impacts of processes is essential to a healthy and sustainable sector and region.

Priority

- Role and contribution of the creative sector is built into place-making practices.
- Cultural mapping of built and natural environments is initiated and funded.

What does success look like?

- New civic projects include place making by the creative sector and expressions of cultural and community identity.
- Landscapes and culturally significant areas are identified, respected, monitored and protected.
- Programmes are in place to regenerate landscapes and ecosystem vital for indigenous and traditional art-making practices.

Gaps and opportunities

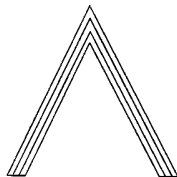
- Active protection of environments and landscapes intrinsic to art making and practices in Te Matau a Māui/Hawke's Bay.
- Respect for the cultural value of materials harvested from natural environments.
- Role of creative sector in expressing community and geographic identity and heritage.

Aspirations

- Ensure creative sector is engaged in opportunities for place making.
- Ensure sustainable practices and materials are used in art making and public art programmes and initiatives.
- Restore and conserve environments and materials essential to Māori creative practice including harakeke, raupō and other fibres.



Waipawa Mural - These artworks are a collaboration between local artist Jesse Harte and tamariki of Room 11. (2021) Waipawa school.
Photo Credit: Jackie Lowry.



Social Wellbeing: Ensure access

Enabling multiple avenues for people to participate in the creative sector supports social inclusion and builds social capital. Participation in the arts can strengthen a sense of identity and connection to self, culture and place. Accessing the arts at all levels can give individuals agency and provide authentic and credible opportunities to contribute to their community. The arts play a vital role in positively enhancing wellness and strengthening mental and spiritual wellbeing. The arts are a catalyst for healing, growth and self-expression at a group, community and individual level. The creative sector can enrich the lives of arts consumers, participants, creators and producers in long-lasting ways.

Priority

- Barriers to participation are identified and removed.
- Local authorities and support agencies include a wide range of contributors in their arts outputs and opportunities.

What does success look like?

- Public facilities provide opportunities for arts engagement.
- All individuals, groups and communities have opportunities to authentically engage with the arts.
- Tools and opportunities are in place for makers for whatever level they are at.

Gaps and opportunities

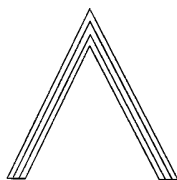
- Beneficial outcomes can arise from incorporating arts practice and activity into health sector offerings.
- Credible arts activities and experiences for seniors to engage with artists and creatives.
- Public art collections are accessible by people with diverse needs and those living with disabilities.

Aspirations

- Actively support entities and individuals who take the arts into schools.
- Provide affordable quality arts experiences for youth, seniors and people living with disabilities.
- Commit to incorporating disability sector tools and aids into websites, premises and practice.



Matu Whiting in Whare Kōrero.
Photo Credit: Charlotte Anderson



Social Wellbeing: Build connections

Relationships, networks and bonds are strengthened through weaving social connections. Through strong connections, differences can be embraced and celebrated while harnessing collective skills and experiences. Working strategically and with collaborative purpose generates opportunities and grows community strength and voice. A sense of connection as individuals and communities is strengthened by expressions of identity, culture and place. Connection at an organisational, governance and regional level can help secure resources and widen access to opportunities. By adopting a regional vision and priorities, local authorities and support agencies can use networks and collaborative practices to grow the creative sector, together.

Priority

- Credible, useful and authentic networks across the region are visible and accessible.
- Local authorities, support agencies and partners work together to identify and enable opportunities for the creative sector.

What does success look like?

- Creatives are encouraged to share knowledge to access funding, markets and opportunities for continued development.
- Enabling opportunities for connection fuels creative collaboration, grows opportunities and builds capability.
- Collaboration across the region at a local authority level to secure funding, resources, and support.

Gaps and opportunities

- Improved platforms for communication and information sharing.
- Collaboration between the creative sector and sectors such as health, tourism and education widens access to the arts, improves wellness and grows social capital.
- Initiatives that connect the region to the rest of Aotearoa are valued, supported and funded.

Aspirations

- Actively support collaborative projects.
- Initiate and enable professional networking opportunities for the creative sector.
- Creatives are actively supported to connect nationally and internationally.

Investment in creativity is an investment in people

Creativity is intrinsically linked to social benefits, a buoyant economy, cultural connection and expression, improved environments and a sense of place and identity. Investment in creativity then is investment in people, their communities and their wellbeing.

The creative sector is central to the renewed focus on wellbeing as core to local and central government initiatives and actions. The value of creativity to the region can be measured in terms of the four community wellbeings of local government: social, cultural, economic and environmental. Aligning in this way provides a means for the region's creative sector to connect its outcomes with national authorising bodies such as central government and Creative New Zealand to expand the region's reach and achieve its potential.

Challenges

In a contestable funding environment, ways of targeting and measuring value and impact are required for the sector to justify investment and ensure it is delivering desired outcomes and impacts.

Toi-tū makes a commitment to knowing which events, projects and programmes are being funded and which potential and realised audiences gain benefit from those investments. A vibrant creative sector means 'access for all', and a thriving creative environment is marked by the diversity of its participants. Identifying where audience gaps are will help ensure responsible investment results in the region's full population being able to access creativity opportunities and experiences.

Actions

In preparing Toi-tū, outcome frameworks at a central and local government level were explored. Empirical research on the value of the arts was also reviewed, including seminal work from the British Arts Council. Creative New Zealand was included in the workshop phase of Toi-tū to share their current public value chain work and to assist in the development of value measurement models.

The review highlighted recurring themes in describing the value and benefits of investment in the arts:

Self-development:

Cognitive ability and sense of identity and self-confidence.

Civic engagement:

Enhancing engagement and participation in civic activity and community.

Community development and regeneration:

Development of vibrant places and spaces.

Economy:

Contribution of creativity to innovation, enterprise and visitor economy.

Health and wellbeing:

Contribution to both cognitive development and physical wellbeing.

Education:

Value of creative thinking and analytical skills to enhance wider educational achievement.



Perehi King at the opening of EAST at the Hastings City Art Gallery
Photo Credit: Hastings District Council

Measuring value

Cultural wellbeing

Whakanuia te tuakiritanga

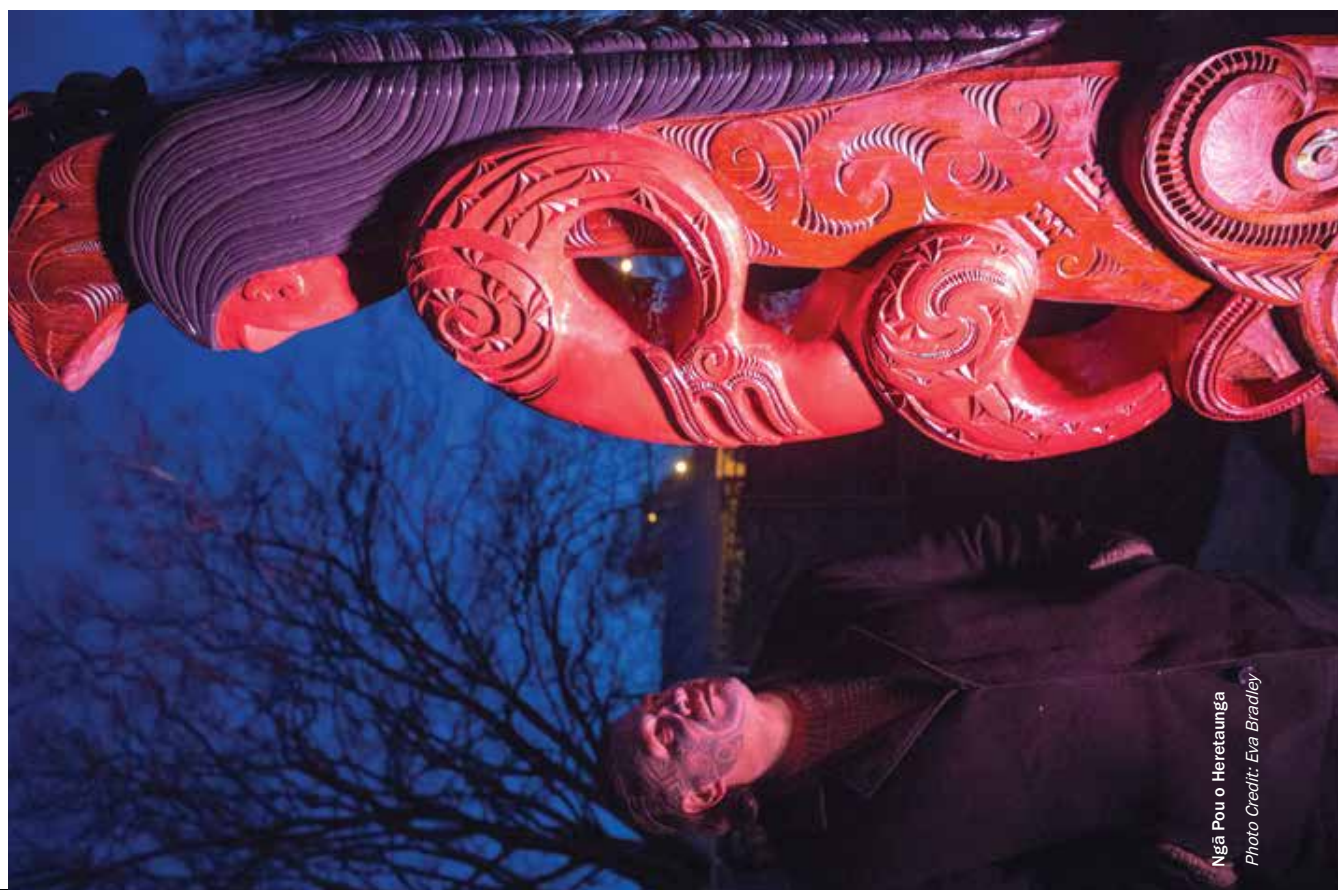
Mā te whakaatu i te tuakiritanga ā-rohe e pakari ake ai ngā hononga o ngā hapori me ngā tāngata.

Celebrate identity

Expression of regional identity strengthens a sense of connection for communities and individuals.

Performance measures

1. Number and range of investments that contribute to expressing and building regional identity.
2. Number and range of local investments that gain national and/or international profile.
3. Percentage who believe engagement in arts and culture strengthens their sense of regional identity.
4. Number and range of investments that contribute to celebrating cultural diversity in Hawke's Bay.



Ngā Pou o Heretaunga
Photo Credit: Eva Bradley

Environmental Wellbeing

Whakangakohia te taiao

Ka mihiia te hunga mahi auaha me te rāngai i te wāhi waiwai ki a rātou i ngā hanganga me te tiaki i ngā taiao māori.

Enhance the environment

Creative practice and the sector are acknowledged for their valid and valuable role in place making and in ensuring the protection of natural environments.

Performance measures

1. Number and range of investments that contribute to learning and environmental agenda.
2. Number of environmental projects and investments that restore natural environments, sustaining resources critical to Māori creativity.
3. Number and range of investments where creative practice is incorporated into environmental projects.



Social wellbeing

Whakaūngia te tomonga

Kia whānui, kia motuhenga, kia amaru te whai wāhi mai a te tangata, a ngā rōpū me ngā hapori katoa ki ngā toi.

Ensure access

All individuals, groups and communities can participate in the arts fully, authentically and with dignity.

Whakapakarihia te taukaea tāngata

Ka puta i te mahi tahi te haenga whakawhiti, ngā mahi auaha, ngā whakearo hou me te ako tahi.

Build connections.

Collaboration leads to cross-pollination, innovative practices, new ideas and shared learning.

Performance measures

1. Attendance and participation rates.
2. Percentage of people who believe engagement with arts and culture increases their engagement with community.



Atareka Rerekohu Black (2022). Kōpua [flax, stone].
Ki Uta, Ki Tai Exhibition, MTG Hawke's Bay.

Economic wellbeing

Me kite te wāriu

Mā te whai i te kōunga e tipu ai te rāngai auaha, e hihiko ai ngā ringa rehe me ngā minenga kia whai wāhi mai.

Recognise value

Expectations of excellence grow the creative sector, inspire participation from creatives and audiences.

Āraihia te rāngai mō te anamata

Ka whakaurua ngā hātepe rawa toitū ki ngā ara mahi a ngā mana ā-rohe hei hāpai i tētahi rāngai hauora, auaha hoki.

Future-proof the sector

Sustainable resourcing and processes are built-in to local authorities' ways of working to support a healthy, creative sector.

Performance measures

1. Number and range of investments that provide opportunities for education, employment and enterprise.
2. Percentage of youth who believe arts, culture and the creative sector can provide opportunities for education, employment and enterprise.
3. Percentage of creative practitioners engaged in education, employment and enterprise (including tourism) in arts, culture and creative practice.



Toi-tū Regional Strategic Framework

The following has been developed to help self-assess applications in terms of the framework set out in Toi-tū. For project managers, policymakers and portfolio holders, the responses to these questions will help them assess applications.

These questions have been written in line with the population and performance measures. They are a quick and easy indication of how projects, plans, policies, programmes or portfolios overall are delivering positively to the creative industry and community wellbeings. They should form part of the process of delivery of work rather than a formal assessment. Questions are designed to prompt discussion, fine-tuning or re-thinking during the conceptual stage of work.



Students from Kiri Ora and Flaxmere College paint a mural at Flaxmere Community Garden 2018

Photo Credit: Simon Cartwright

How does your Project, Plan, Programme, Portfolio and/or Policy respond to Toi-tū?

How does it express identity of this region, its people and places?

Can it gain positive regional, national, international profile?

How does it foster inter-cultural exchange?

How does it offer opportunities for cultural connection?

Have potential barriers to participation in it been addressed?

How does it encourage community inclusion?

How does it celebrate cultural diversity?

How does it support creative sector employment and enterprise?

Are visitor experiences of the region enhanced by it?

How does it contribute to environmental awareness?

How does it contribute to a sense of place?

How does it exhibit and foster environmental responsibility in practice?

Are there opportunities for it to be a collaboration across the region?

Putting Toi-tū into action

Think regional

Toi-tū focuses on identifying regional agenda, without prescribing how those agenda should be realised, so as to enable a range of approaches for implementation across the wider Hawke's Bay region. Supporting organisations such as Napier City Council, Hastings District Council, Wairoa District Council and Central Hawke's Bay District Council are committed to implementing the framework through policy, plans, programmes and projects, some of which present immediate opportunity for implementation.

- 1. Build relationships**
 - a. Work with councils across Hawke's Bay on an aligned regional approach to arts, culture and creative sector development
 - b. Work with other agencies, sector organisations and stakeholders to foster and build collaboration
 - c. Support the development and establishment of regional arts, culture and creative sector leadership and partnerships
 - d. Connect to funders, policy-makers and practitioners at a national level.
- 2. Align with partners**
 - a. Identify opportunities for regional synergy and proactively leverage those opportunities
 - b. Seek opportunities for alignment with other regional agenda such as Matariki Regional Economic Development and Social Inclusion Strategy
 - c. Develop aligned regional policies and approaches to support Toi-tū.
- 3. Support projects**
 - a. Identify and support projects, events and activities that can deliver regional outcomes aligned with Toi-tū
 - b. Work with partners to identify, develop and deliver opportunities and regional projects aligned with the Toi-tū Strategic Framework.

Putting Toi-tū into action

Act local

Alongside regional imperatives local authorities and support agencies can take lead roles in the implementation of Toi-tū by activating specific focuses within their existing work programmes. Councils' use of Toi-tū will also act as a pilot for implementation and roll-out of the framework by other organisations. From there Toi-tū can be migrated to creative industry-led ownership in a way that supports sustainability. This will help to ensure successful outcomes for the Toi-tū framework and its value measurement tools.

- 1. Build leadership**
 - a. Adopt the Toi-tū Strategic Framework
 - b. Engage a regional working group to support Toi-tū
 - c. Champion the adoption of the framework across the region
 - d. Establish a mechanism for cross-divisional co-ordination to roll-out Toi-tū across council programmes and portfolios.
- 2. Align with policies and portfolios**
 - a. Introduce cross-discipline working enabled by a Toi-tū coordination resource
 - b. Commit to and resource Toi-tū actions and tools
 - c. Align organisational performance targets and accountability with the Toi-tū measurement tools
 - d. Adopt and create policy to support the implementation of Toi-tū
 - e. Review organisational arts, culture and creative sector priorities, aligning programmes and processes with Toi-tū.
- 3. Initiate projects**
 - a. Identify opportunities to express regional identity through place-based design
 - b. Seek opportunities to uplift the profile of a full range of Hawke's Bay's creatives in public and civil projects.

Action plan Uplift the arts to uplift the people

1	Include arts venues and destinations on way-finding throughout the region	11	Fund activities that prioritise creative sector capability
2	Include public art in new capital works and civic projects with an emphasis on growing opportunity for local artists	12	Ensure creative sector is engaged in opportunities for place making
3	Build arts, culture and creativity into Hawke's Bay tourism strategies and offerings	13	Ensure sustainable practices and materials are used in art making and public art programmes and initiatives
4	Promote local artists to national presenters	14	Restore and conserve environments and materials essential to Māori creative practice including harakeke, raupō and other fibres
5	Identify and support opportunities to enhance business skills within creative sector	15	Actively support entities and individuals who take the arts into schools
6	Profile and celebrate creative output in public spaces, publications and social channels	16	Provide affordable quality arts experiences for youth, seniors and people living with disabilities
7	Include creative sector representation in significant regional working groups	17	Commit to incorporating disability sector tools and aids into websites, premises and practice
8	Support and resource a cross-sector creative hui	18	Creatives are actively supported to connect nationally and internationally
9	Invest in youth participation and mentoring within the arts	19	Actively support collaborative projects
10	Support sector-wide development with practical mentoring at all levels of need	20	Initiate and enable professional networking opportunities for the creative sector



Central Hawke's Bay Museum
Photo Credit: Jana Uhlirova

Toi-tū Tāniko

The pattern featured throughout this document was designed by tā moko artist Tāmanuhiri Russell (Ngāti Kahungunu, Kai Tahu) as a creative response to the aspirations and objectives of the Toi-tū Strategic Framework.

As a whole, it is based on a pātiki pattern found in tāniko, raranga and tukutuku work. **It represents the weaving together of people and ideas; working with each other and making connections.**

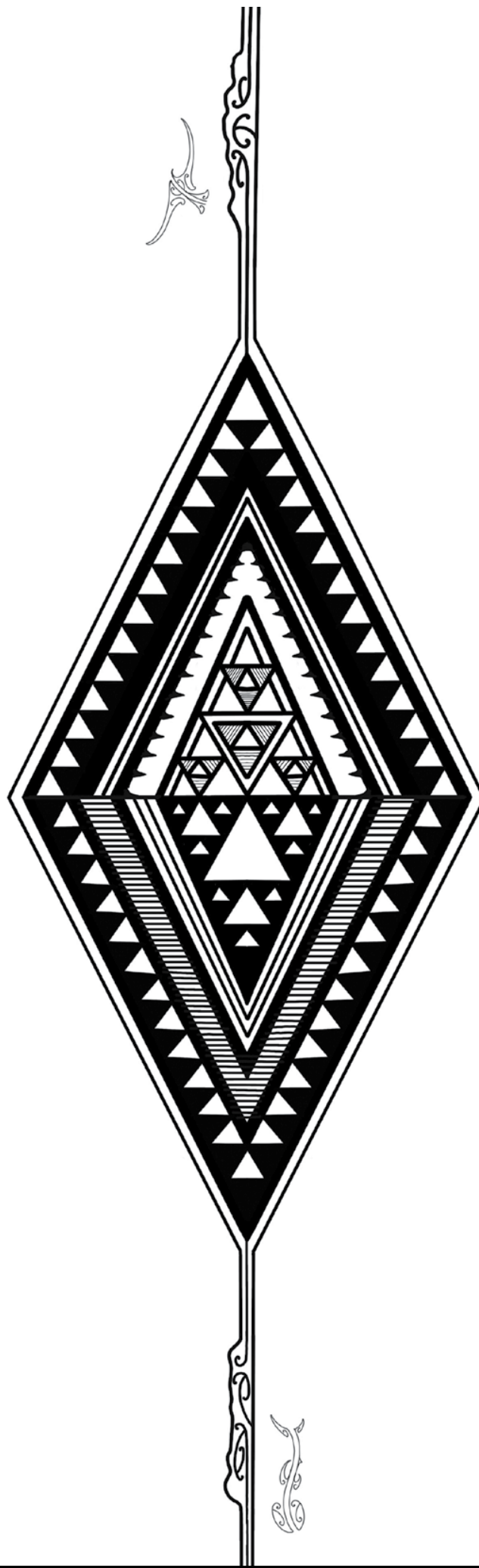
The line that runs through the design represents landscape and a sense of place in its horizontal variant and genealogy when vertical. In both senses, **sustainability is the principal meaning.**

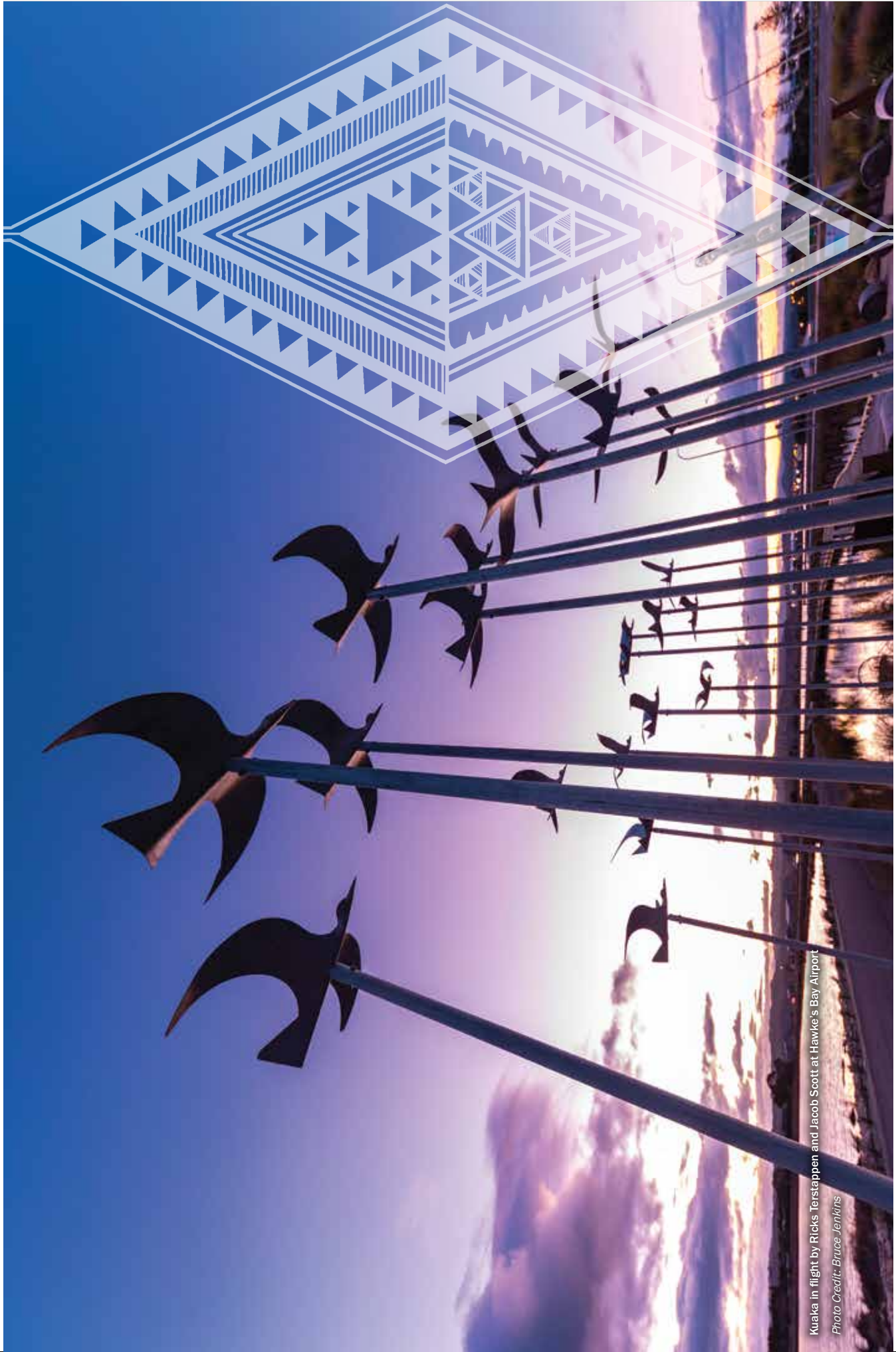
At the centre of the Toi-tū tāniko, is a series of triangles working in relationship to each other. The largest is the Toi-tū kaupapa - **Uplift our creativity to uplift our people** - around this are our focus areas and around those, our priorities.

Holding these core work areas, double triangles with vertical and horizontal lines represent the measurement of **value, setting of goals, achieving learning steps and making progress side by side.**

Around the whole is the concept of **leadership that elevates people and their creative practice, through supporting opportunities to work, grow and learn.**

To the left, beneath Bluff Hill, Moremore the taniwha child of Pania of the Reef can be seen. To the right, above Te Mata-o-Rongokako, the kāhu flies.





Kuaka in flight by Ricks Terstappen and Jacob Soot at Hawke's Bay Airport
Photo Credit: Bruce Jenkins

Journey

Hastings District Council identified a need to review and update their arts and culture strategy in 2017, and from there undertook sector and community engagement through a series of workshops. This resulted in the identification of some broad areas of focus, but also a need for deeper and wider conversations. This took place in the first half of 2018, with mana whenua and a cross-entity sector hui. Consultation with the creative sector then resulted in the identification of a range of needs, issues and aspirations, reflected in the central agenda of Toi-tū.

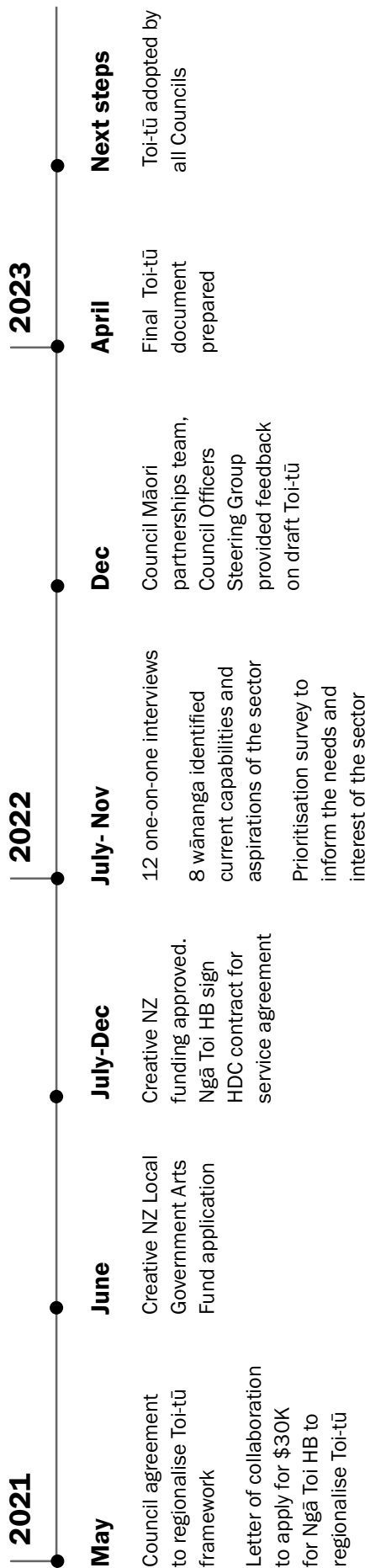
What became evident through this process was an appetite for a sector-led regional approach to enable coordination and collaboration across

disciplines, entities and territorial boundaries; an approach that placed the creative community at the core of the strategy and as leaders of it.

In 2022, the regional arts trust Ngā Toi Hawke's Bay was engaged to undertake the rewriting of the document. This involved running a series of hui to consult on priorities, gaps and actions within the creative sector. Those working within concept creation, production, aggregation and distribution, and consumption of creativity, culture and the arts engaged in this process. The approach included mapping the creative sector to capture stakeholder breadth, initial interviews with creative leaders to inform key goals, a series of nine wānanga to develop themes and findings, and full creative

community feedback through a region-wide survey to test findings. From there, findings were incorporated into a second, regionalised and updated version of Toi-tū.

Toi-tū presents a strategic framework that shares focus areas and priorities that can be embraced by individuals, organisations and communities throughout Hawke's Bay. From there individual groups can develop their own strategies or plug this work into their existing thinking. Together, the work of many can contribute to the whole, both within the region and on a national and international stage.



Acknowledgements/Tautoko: Central Hawke's Bay District Council, Hastings District Council, Napier City Council, Wairoa District Council.

Leadership

Maintaining the integrity and agility of the Toi-tū strategic framework rests with a collective of stakeholders. This includes individuals and organisations practicing or involved in the arts, culture and creative sectors. The work is led by Ngā Toi Hawke's Bay as the backbone organisation.

Ngā Toi Hawke's Bay plays a critical leadership role by facilitating, coordinating, and supporting the collaborative efforts of stakeholders involved in this collective initiative across the region. By providing essential infrastructure, Ngā Toi Hawke's Bay helps to ensure everyone is working together effectively for a thriving and vibrant arts, culture, and creative sector.

Work done by Ngā Toi, including wānanga with sector:

Twelve one-on-one interviews that laid out foundational sector understanding

Eight wānanga that identified current capabilities and aspirations of the sector

127 respondents to a survey that prioritised areas of need and interest

The overall outcome: Built high-level design of capability development programme.

Ngā Toi's role and responsibilities include:

Facilitating a collaborative process to bring together stakeholders, support communication, and coordinate activities to ensure everyone is working towards common goals;

Coordinating collective efforts of stakeholders involved in the Toi-tū strategic framework, including evolving a shared vision, establishing a robust governance structure, and ensuring stakeholders are working together effectively;

Collecting and analysing data including gathering baseline data, tracking progress towards desired outcomes, and evaluating the effectiveness of Toi-tū strategic framework initiatives;

Mobilising resources including identifying funding sources, developing partnerships with other organisations, and leveraging existing resources to support collaborative effort; and,

Communicating and advocating on behalf of the sector to stakeholders, funders, and the community. This includes developing and supporting communication plans, coordinating public relations, and advocating for the importance of the Toi-tū strategic framework and associated initiatives.

June 2023

