



MY MASTERTON OUR PEOPLE, OUR LAND STRATEGY

*He Hiringa Tangata,
He Hiringa Whenua*

INTRODUCTION

WE ARE LOCAL GOVERNMENT
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CONTENTS

PREFACE	4
FOREWORD FROM THE MAYOR AND CHIEF EXECUTIVE	5
INTRODUCTION	6
BACKGROUND	8
STRATEGY STRUCTURE	10
STRATEGY FRAMEWORK	11
MONITORING AND IMPLEMENTATION	15
REFERENCES	15



PREFACE

NAMING OF OUR STRATEGY

Masterton District Council Kaumatua, Mike Kawana, named this strategy *He Hiringa Tangata, He Hiringa Whenua*. The strategy name has a local context. 'Hiringa' is referenced several times in an oriori (type of song/lullaby) that was written about a high chief, Tūteremoana, of the Ngāi Tara and Rangitāne iwi.

'Hiringa' can be described as perseverance, energy, determination, inspiration, and vitality. The meaning/interpretation of 'Hiringa' fits with what our Council is wanting to achieve through the strategy – strengthening and developing our people and community.

STRATEGY DEVELOPMENT

Our Council, Chief Executive, Senior Management team and Wellbeing team members have worked together to develop the My Masterton Our People, Our Land Strategy *He Hiringa Tangata, He Hiringa Whenua*.

The development of the strategy was progressed via a number of Council workshops. Draft iterations of the strategy documents were also socialised with targeted stakeholders (for example, our Iwi Governance Forum). The draft strategies were also included as part of our Long-Term Plan pre-engagement phase in November 2017.

Wider community views have been drawn from results from the NRB Communitrak Satisfaction survey, submissions and consultation feedback received for the Draft Long-Term Plan 2015-25, Draft Annual Plan 2016-17, and Draft Annual Plan 2017-18. Consultation with our community was undertaken in December 2017 alongside pre-engagement relating to the Draft 2018-28 Long-Term Plan.

Council adopted *He Hiringa Tangata, He Hiringa Whenua* in February 2018.

FOREWORD FROM THE MAYOR AND CHIEF EXECUTIVE

The My Masterton Our People, Our Land Strategy *He Hiringa Tangata, He Hiringa Whenua* sets out our long-term strategic direction for the Masterton/ Whakaoriori district across four key focus areas: Social Development, Cultural Development, Environmental Development, and Economic Development.

The intent of this strategy is for it to guide MDC's contribution towards improving the wellbeing of our residents and communities. The strategy is dependent on everyone working collaboratively and all making a contribution.

MDC has an Infrastructure Strategy that focuses on looking after our infrastructure, and a Financial Strategy that guides budgeting and expenditure to support affordability, but we identified a strategic gap when it came to our people.

During the 2015-25 Long-Term Plan development process, based on feedback from our communities, MDC identified key areas of focus and development:

- Affordability;
- Looking after our Infrastructure;
- Supporting our Community;
- Caring for and Protecting our Environment;
- Growing our Future;
- Strengthening our Relationship with Iwi/Māori communities; and
- Increasing Community Resilience.

He Hiringa Tangata, He Hiringa Whenua is a vehicle to assist us in further progressing these key areas.

“He Hiringa Tangata, He Hiringa Whenua provides MDC with an overarching framework for supporting our people and our communities”

During the 2016-17 Annual Plan process, MDC committed to investing \$400,000 of surplus for three years into our community and people. Funding has been allocated towards:

- the establishment of a 'Wellbeing Team' to progress work across the four wellbeing areas: social, cultural, economic and environmental
- facilitating education opportunities and the development of our first ever MDC education strategy *Te Hiringa i te Mahara*
- supporting community development initiatives, and
- supporting local projects identified by our communities.

He Hiringa Tangata, He Hiringa Whenua will inform and guide MDC's thinking and decision-making in the development and implementation of the 2018-28 Long-Term Plan.



INTRODUCTION

He Hiringa Tangata, He Hiringa Whenua is the first strategy that MDC has developed that has a specific focus on our people. It sets out the long-term strategic direction for the Masterton/Whakaoriori district across four development areas: social, cultural, environmental, and economic. For each of the four development areas a framework has been created for the work we do to ensure we are focusing on the right things for our community.

The four development areas are interconnected and can be viewed as symbolising 'raranga' or 'weaving'. Each development area is represented by a 'whenu' or a 'weaving strip'. Environmental Development represents the 'base' of the whenu. We believe that Environmental Development is an integral component of the strategy. It provides the conditions for Social Development, Cultural Development and Economic Development.

If we don't have a healthy, natural environment, the development of the three other development areas cannot be realised. For example, we have tourism attraction opportunities in our district in terms of our rivers, lakes, beaches, and wetlands. If we are not investing and looking after our natural resources their condition will deteriorate and then will no longer be a tourism drawcard. There is a whakatauki¹ that reflects the importance of the environment/land in terms of always being here, but acknowledging things are ever changing and people move on:

*Whatungarongaro te tangata toitū te whenua.
People are lost from sight but the land remains.*

¹Proverb



SOCIAL
DEVELOPMENT

CULTURAL
DEVELOPMENT

ENVIRONMENTAL
DEVELOPMENT

ECONOMIC
DEVELOPMENT

He Hiringa Tangata, He Hiringa Whenua overlaps with and has connectivity to other policies and plans that MDC has developed (for example, our *Wairarapa Rangatahi Youth Strategy*). The strategy provides impetus for the development of new strategies and reviewing existing ones. Examples include the development of a new *Education Strategy* that will significantly contribute across all four development areas of the strategy. The existing *Arts, Culture and Heritage Strategy* will also be reviewed and updated as a key action under cultural development.

He Hiringa Tangata, He Hiringa Whenua is written as a suite of documents. This document provides the overall framework for the strategy. Each of the four development areas are presented in standalone documents that outline where we are now, where we want to be, and how we plan to get there.





BACKGROUND

WHO WE ARE / OUR PLACE

The Masterton district is comprised of urban, rural and coastal areas. The main urban area is located in the Wairarapa Valley between the Ruamāhanga, Waipoua and Waingawa rivers. Our district has a strong provincial background that has been shaped by the primary industries that our economy was built on. For a number of decades, our shearing industry has contributed to the cultural make-up of our district. The geography of our coast, mountain ranges, bush and rivers enable an active sporting and recreational culture.

Our population characteristics (as at the 2013 Census) include:

- 77.5% of our population living in our urban areas.
- 86.6% of our population identifying as European, 18.6% Māori, 3.3% Pasifika, and 2.4% Asian.
- 24.5% are aged between 0-19, and 25.7% are aged over 60.
- The median age is 42.8 – this is projected to increase to 49.2 over the next 30 years.
- The Māori population is growing (17% between 2001 and 2013) and with a younger population, we expect a higher proportion of Māori youth. We are also seeing more people from other countries living in Masterton (the percentage of the population that identified as Pacific peoples, Asian or Middle Eastern/ Latin American/African increased by 48% between 2001 and 2013).
- The proportion of over 65s in the Masterton district is expected to almost double by 2043 (from 19% to 32%) and more “active aged” are also anticipated.

The mana whenua of the Masterton district are Ngāti Kahungunu ki Wairarapa and Rangitāne o Wairarapa, with Ngāti Hamua being the main hapū of the urban area and surrounds. MDC is committed to maintaining a positive relationship with both Iwi and building on opportunities for greater decision-making between MDC and Iwi.

Across most indicators, Masterton’s economy is showing encouraging signs of growth. Our local economy grew by 4% over the year to March 2017, higher than New Zealand as a whole (2.9%) and higher again than the Wellington region (2.4%).

We live in a district that we can be very proud of. But, like all communities, we are provided with challenges. One of the particular challenges we face as a community are the pockets of deprivation within our district.

A common measure of relative deprivation in New Zealand is the NZDep tool which draws on census data to build a profile of deprivation in our communities at the Census Area Unit (CAU) level. NZDep 2013 ratings across the country range from 1 to 10, with “1” being the least deprived 10% and “10” being the 10% most deprived in New Zealand.

The Masterton District CAUs show a notable gap between rural and urban areas. Masterton’s rural CAUs are all rated 2-3, amongst the third most privileged in New Zealand. In the urban area, ratings range from 7-10, indicating that our urban area is amongst some of the most deprived communities in New Zealand.

VISION AND COMMUNITY OUTCOMES

Our community outcomes were revised to align with *He Hiringa Tangata, He Hiringa Whenua*. Our revised vision and revised community outcomes are:

*Masterton/Whakaoriori:
Providing the best of rural provincial living.*

An Engaged and Empowered Community

Masterton/Whakaoriori is a positive, strong, inclusive and self-determining community with equitable opportunities for everyone.

Pride in our Identity and Heritage

Masterton/Whakaoriori values the place and role of tangata whenua and is proud of our cultural identity and heritage.

A Sustainable and Healthy Environment

Masterton/Whakaoriori has rivers we can swim in and drink from, clean air to breathe, green and

blue spaces that we can enjoy and share with future generations.

A Thriving and Resilient Economy

Masterton/Whakaoriori has a strong, sustainable economy that supports our people and places.

Efficient and Effective Infrastructure

Masterton/Whakaoriori has high quality and cost-effective infrastructure that meets the current and future needs of our community.



STRATEGY STRUCTURE

The framework for *He Hiringa Tangata, He Hiringa Whenua* provides consistency in the structure of the four development areas (social, cultural, environmental, and economic). For each area, the following information is provided:

- a vision that reflects where we want to be.
- a set of priorities that we will focus on.
- for each priority, a set of strategic directions that will assist us to realise our vision.
- for all priorities identified, key actions have been developed that reflect planned, intended or potential work streams for consideration.

The vision for each of the four development areas are:

SOCIAL DEVELOPMENT

Masterton/Whakaoriori is a positive, strong, inclusive and self-determining community with equitable opportunities for everyone.

CULTURAL DEVELOPMENT

Masterton/Whakaoriori values the place and role of tangata whenua and is proud of our cultural identity and heritage.

ENVIRONMENTAL DEVELOPMENT

Masterton/Whakaoriori has rivers we can swim in and drink from, clean air to breathe, green and blue spaces that we can enjoy and share with future generations.

ECONOMIC DEVELOPMENT

Masterton/Whakaoriori has a strong, sustainable economy that supports our people and places.

PRINCIPLES

We have three overarching principles to guide our overall approach to implementing *He Hiringa Tangata, He Hiringa Whenua*:

Hapori Tahi – A united community

- Mahi Tahi – Working together
- Whakaaro Tahi – Aligned thinking

HE HIRINGA TANGATA, HE HIRINGA WHENUA STRATEGIC FRAMEWORK

SOCIAL DEVELOPMENT

OUR VISION

Masterton/Whakaoriori is a positive, strong, inclusive and self-determining community with equitable opportunities for everyone

OUR PRIORITIES

Community-led, council-supported
Opportunities for everyone
Pride in 'our place'
Engaged communities
A Masterton district designed to maximise social wellbeing

CULTURAL DEVELOPMENT

OUR VISION

Masterton/Whakaoriori values the place and role of tangata whenua and is proud of our cultural identity and heritage

OUR PRIORITIES

Iwi-Council relationships
Language and culture

ENVIRONMENTAL DEVELOPMENT

OUR VISION

Masterton/Whakaoriori has rivers we can swim in and drink from, clean air to breathe, green and blue spaces that we can enjoy and share with future generations

OUR PRIORITIES

Clean air and water
Protecting our natural heritage and biodiversity
Climate change action
Creating a culture of environmental sustainability
Working together as kaitiaki

ECONOMIC DEVELOPMENT

OUR VISION

Masterton/Whakaoriori has a strong, sustainable economy that supports our people and places

OUR PRIORITIES

Business attraction and industry growth
Population growth
Education
Supporting tourism
Collaborative partnerships

NGĀ MĀTĀPONO - PRINCIPLES

Hapori Tahī – A united community

Mahi Tahī – Working together

Whakaaro Tahī – Aligned thinking

OUR STRATEGIC DIRECTIONS

For each of our priorities, we have a set of strategic directions that will assist us to realise our vision.

SOCIAL DEVELOPMENT

Community-led – council-supported

- Building the capacity and capability of individuals and communities
- Supporting community leadership growth
- Facilitating opportunities for communities to realise their aspirations

Opportunities for everyone

- Supporting improved learning and employment outcomes
- Supporting a better standard of living
- Supporting access to 'life enhancers'

Pride in 'our place'

- Caring for our place
- Enhancing community safety
- Sharing and celebrating our diversity
- Creating spaces, places and opportunities for people to connect
- Building resilience and working together in times of crisis

Engaged communities

- Making it easier to engage and participate in Council decision making processes
- Working collaboratively with Iwi, stakeholders and our communities

A Masterton designed to maximise social wellbeing

- Create public spaces that maximise the opportunity to connect with others
- Hold a place for giving
- Curate the built environment as a place to explore and engage with
- Build an infrastructure that's easy and exciting to be active in

CULTURAL DEVELOPMENT

Iwi-Council relationships

- Strengthen and maintain opportunities for greater decision-making between Council and Iwi
- Support Iwi, Hapū and Māori communities in the long-term sustainability and wellbeing of local marae
- Integrate tangata whenua values, culture and language into the business of Council

Language and culture

- Increase the number of opportunities for residents and visitors to learn more about the history and heritage of Masterton/Whakaoriori
- Support language and culture being celebrated in our district

ENVIRONMENTAL DEVELOPMENT

Clean air and water

- Improving air quality
- Improving water quality
- Managing water demand

Protecting our natural heritage and biodiversity

- Using land sustainably
- Protecting our natural heritage and wāhi tapu sites
- Supporting biodiversity

Climate change action

- Reducing our impact on climate change (Mitigation) by:
 - Improving Energy Efficiency/Conservation
 - Minimising waste
 - Enabling and promoting cleaner transport
- Preparing for future changes (Adaptation) by:
 - Planning ahead to build resilience
 - Keeping informed and sharing information

Creating a culture of environmental sustainability

- Leading by example
- Informing our community
- Enabling our community to act by removing or reducing barriers to change

Working together as kaitiaki

- Working in partnership and/or collaboratively with Iwi and stakeholders
- Supporting community-led initiatives

ECONOMIC DEVELOPMENT

Business attraction and industry growth

Progressing the objectives of the Accelerate Wairarapa programme to:

- Create a supportive regulatory environment that enables sustainable infrastructure development and growth
- Explore opportunities for considered intervention by Council to attract investment and facilitate development
- Enable sustainable growth in traditionally strong industries
- Encourage new innovative and entrepreneurial high-value activities

Population growth

- Continuing to promote Masterton through the 'My Masterton' campaign and exploring new opportunities or target markets to expand the campaign
- Progressing objectives of the Accelerate Wairarapa programme to attract new residents

Education

Implementing Council's Education Strategy to:

- Attract both domestic and international students and
- Provide skills to local industries

Supporting tourism

- Supporting Destination Wairarapa to attract tourists through the promotion of our region to domestic and international tourism markets
- Supporting and facilitating initiatives and events that attract visitors to the region
- Investing in infrastructure that supports the attraction of tourists and tourism-based businesses

Collaborative partnerships

- Exploring opportunities to partner with Iwi and/or the private sector to progress our economic development priorities.
- Working collaboratively with our community and supporting community-led initiatives across our economic development priorities
- Working with and exploring opportunities through central government







MONITORING AND IMPLEMENTATION

Monitoring and implementation of the *He Hiringa Tangata, He Hiringa Whenua* will be led by the Wellbeing Team.

Implementation plans will be developed for each development area of the strategy. These plans will give effect to the key actions outlined in the strategy documents, as well as prioritising projects and initiatives. Any key actions that are carried through will be reflected in the implementation plans.

The strategy and each development focus area will be subject to regular reviews in order to ensure best practice and continuous service improvement.

REFERENCES

Statistics New Zealand website: www.stats.govt.nz

Te Ara Encyclopedia of New Zealand website: www.teara.govt.nz/en/music/44159/pinepine-te-kura



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