**A STUDY ON IMPROVING THE SOCIAL AND ECONOMIC PERFORMANCE OF HAWKE'S BAY**

(Version 3 – following discussions from Mayors/Chairman and CEs group – 5 December 2011)

 [As amended in 1st paragraph by HBRC on 25 JAN to refer to environment – see italics]

**TERMS OF REFERENCE**

The communities of Hawke's Bay seek a prosperous future based on strong social and economic performance. They want advice on actions and steps that can be taken to add value to the region and its people to improve social and economic performance, *in accordance with the responsible use of our natural resources.*

The Councils of Hawke's Bay have decided to commission a study on improving the social and economic performance of the Hawke's Bay region. The Councils seek a highly qualified, respected, independent person to lead the study and assemble a suitably qualified team to assist them.

While the study leader will have some scope to shape content, the study should comprise two main parts:

**1.    Situation analysis and problem identification**

This part should include (but not be limited to):

an analysis of historic and current economic and social performance.

an analysis of demographic, economic and social performance trends and what they might deliver Hawke's Bay and the current policy and intervention settings.

an analysis of current policies, priorities, interventions, legislative requirements and structural settings in or affecting Hawke's Bay and any apparent gaps, inconsistencies or policy clashes.

an identification and analysis of significant inhibitors to prosperity that affect Hawke's Bay. Significant inhibitors include barriers to success or opportunities not being fully capitalised on at the present time (for example our current failure as a community to unleash to full potential of a significant proportion of our young people).

**2.    Solutions – How should prosperity inhibitors be addressed to ensure a prosperous future?**

This part should include an identification of changes, initiatives and priorities that should be pursued in order to improve the future social and economic performance of the Hawke's Bay region. The scope of the study is not proscribed from looking at particular sectors or solutions. The study should include relevant comparative analysis of the efforts of other provincial regions (nationally, and internationally where relevant) to be competitive in the modern and future global economic environments.

It is expected that recommendations will be made that will affect and need to be considered by government, the business and not-for-profit/community sectors, iwi and hapu groups and local government. Recommended solutions should be accompanied by an analysis of the likely benefits, with evidence to support them, and an assessment of the costs and negative impacts of change.

The study is commissioned on behalf of the Councils of Hawke's Bay by a joint group of the Mayors, Chairman of the Regional Council and the chief executives of the five Councils (the Joint Group). The study leader will report to this joint group.

It is intended that the study leader will report in two phases: a report on problem identification summarising the work done in part one, and a second report setting out solutions and recommendations summarising the work done in part two. It is intended that the first phase should be reported to the Joint Group for input and further scoping for phase two.

The joint group seeks a proposal from a prospective study leader on how they would go about fulfilling the requirements of these terms of reference. In particular advice is sought on the following aspects:

Support resources and personnel required.

Suggested time required (ideally the study group would like the study completed by 30 November 2012.

Estimated cost.

Recommended methodology for the inclusion of community views on aspects of the study.

**Joint Group**

**Councils of Hawke's Bay**

December 2011