



Hawke's Bay Regional Council
Strategic Plan

October 2011

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Introduction – Thinking about Hawke's Bay's Future

What will Hawke's Bay look like in the future? This Strategic Plan outlines the overall strategic priorities for Hawke's Bay Regional Council over the next ten years. These priorities will likely form the basis of the development of the Long Term Plan for 2012-2022.

As with any plan, it should be seen as a 'living document', subject to evolution, refinement and adjustment as the external environment changes, priorities shift, new ideas and thinking emerge, plus learning from implementing the various initiatives within the Plan, result in better ways of doing the job!

Hawke's Bay Regional Council (HBRC) has responsibility to promote environmental, economic, social and cultural wellbeing in the region. Over the last term of Council, we have initiated a number of activities that have encouraged the community to think about the region's future. Many of you have been involved in attending, thinking about the ideas and providing comments.

Activities have included:

- The Embracing Futures Thinking – publication of the Goals and Objectives booklet
- The Embracing Futures Thinking breakfast series
- The HB2050 Land River Us – future scenarios report
- The pre-feasibility and feasibility studies for water storage infrastructure.

The thinking generated from these initiatives, both within HBRC and within the community, has contributed to the development of the Strategic Plan.

Please use this document as a guide to HBRC's thinking and plans and as a discussion point within your business, organisation or sector. This is an overview and it will be finalised as part of the Long Term Plan process. We are interested in your feedback and we invite you to contact us if you would like more information on any aspect of our work, plans or vision. We would also be happy to present this strategic plan to your organisation if you wish.

Andrew Newman
Chief Executive

Fenton Wilson
Chairman

The Long Term Plan consultation will be held in April/May 2012. Hearings of public submissions in June 2012.



Where we have come from

The genesis of Hawke's Bay Regional Council lies back in 1938 with the devastating Esk Valley flood on Anzac Day that year which caused major damage in Esk Valley and widespread flooding in Hawke's Bay. The Hawke's Bay Catchment Board (Hawke's Bay Regional Council's predecessor) was formed soon after. Over the 1940s, 50s and 60s flood control and drainage schemes were, with government financial assistance, put in place in the Lower Tukituki, Ngaruroro and Tutaekuri River catchments; these have enabled much of the horticulture and economic base of Hawke's Bay to develop. The Upper Tukituki Catchment Control Scheme was completed in the 1980s and 90s. A number of other smaller flood control and drainage schemes have also enabled land to be developed.

In 1989 Government reformed local government across New Zealand resulting in the most of the institutions we see today. In Hawke's Bay, the Catchment Board and Regional Water Board, the United Council, the Harbour Board and various Pest Destruction Boards were merged to form the Regional Council. The new Council had responsibilities of regional strategic planning, biosecurity, and civil defence alongside its natural resource management and flood control responsibilities. Hawke's Bay Regional Council also became the majority owner of the Port of Napier Limited (with minority shareholding by Manawatu-Wanganui Regional Council). The Port, governed by an independent Board of Directors, has sustained continuous growth over this time.

Hawke's Bay Regional Council was one of the first of the regional councils to produce the Regional Policy Statement and regional plans required under the

Resource Management Act and to have those plans operative. Hawke's Bay Regional Council is now starting the third generation planning cycle.

The Council recognised the benefits of working alongside the QEII Trust to covenant indigenous bush and wetlands. The Hawke's Bay Regional Council's possum control programme is seen as a leading example and we are the only council still delivering the Animal Health Board programme. We are also one of the first councils to establish a dedicated Group Controller for civil defence and emergency management in Hawke's Bay, and this is a trend that most likely will emerge in other regions.

In 2002, the Local Government Act provided councils with a broader mandate to promote environmental, social, cultural and economic wellbeing in the region. Hawke's Bay Regional Council has responded to this by considering these aspects in the Strategic Plan.

Key Statutes

The statutes that provide Hawke's Bay Regional Council with its key functions include:

- Local Government Act 2002
- Resource Management Act 1991
- Land Transport Management Act 2003
- Biosecurity Act 1993
- Civil Defence and Emergency Management Act 2002
- Land Drainage Act 1908 and Soil Conservation and Rivers Control Act 1941.

Our Purpose, Vision & Values

Our purpose

Hawke's Bay Regional Council has a long term focus and we exist because of our statutory role in four core functions –

- Natural resource knowledge and management
- Natural hazard assessment and management
- Regional strategic planning
- Regional scale infrastructure and services.

Our vision

A region with a vibrant community, a prosperous economy, a clean and healthy environment, now and for future generations.*

Our values

- Excellence – we aim high and take pride in providing an exceptional service
- Forward thinking – we anticipate and prepare for the future
- Innovation – we are open to change and seek new ways of doing things
- Integrity – we demonstrate openness, honesty and respect in our relationships
- Partnerships – we build strong partnerships to achieve common goals.

What will Hawke's Bay look and feel like in 2050?

This is the question that led the Council to produce a set of future scenarios for Hawke's Bay in 2050. HB2050 Land River Us describes three possible futures. The report contains information about our demographics, environmental and economic trends and much more.

To help us answer this question, we posed four supporting questions:

- How will natural resources be managed?
- How will land be used?
- What will land tenure look like?
- How will people be living together?

Around 70 people within Hawke's Bay were interviewed as part of this process and two workshops were held with the interviewees. A small team of people then spent three days reviewing all the information from the trend analyses and the interviews to identify the key trends and areas of uncertainty that we face when thinking about the future.

Three stories were developed around those trends and uncertainties to describe three equally plausible futures.

In the development of this strategic plan, we have used the scenario tool to paint our own picture of the future in 2050 to answer these questions. On the following pages is our story . . .

*This vision statement incorporates the concept of sustainable development. The Brundtland Commission defined Sustainable Development as: development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

"Hawke's Bay is well connected to the rest of the world, and the world is well connected to us."

In the development of this plan, we have used scenarios to look ahead, this is...

Our picture of the future in 2050

Hawke's Bay people appreciate the value of the region's natural assets. They have described the natural environment that they wanted to nurture and the diversity of life that it supports. Over the years, the natural environment prospered under the people's care. The region's uniquely Hawke's Bay branding became the foundation for our social, cultural and economic prosperity.

Based on community values, water allocation and water quality limits were set and a strategy put in place to bring our water use within those limits. We all know how much water is being used, so water demand and use is managed much more proactively; the use of sophisticated monitoring of plant water requirements, and equally sophisticated irrigation systems helps us achieve the best use of our available water across the region.

Communal water storage provided a solution to the over allocation in some areas and the users now take collective responsibility for how water is managed within catchment wide consents. Other catchment groups also manage their own allocation of water between group members. HBRC's role is now largely one of verification as catchment groups take much more collective ownership of compliance and enforcement amongst themselves. The river systems largely flow naturally during low flow periods and have healthy aquatic and riparian ecosystems due to storage meeting all irrigation requirements in some catchments.

The landscape is a mosaic of different land uses and farming systems, reflecting an understanding of the land's capability and the benefits we gain from it.

Large areas of Class 7e erodible land have been planted in trees of mixed species and for mixed purposes; these tree blocks occur within profitable farming systems – in fact they enabled profitable farming systems to occur. Patches of Class 6e land are also in trees but some are still grazed, as the adjoining vegetated areas provide shelter and stability and enable extensive grazing to occur within the soil and geological limits.

On the fertile river plains across Hawke's Bay, a diverse range of food crops supply the food processing centre-of-excellence in Hastings and Whakatu. New processing plants in Waipukurau handle the increased production from the Ruataniwha Plains area.

Farming with precision using GPS and satellite technology, real time monitoring of soil conditions and plant growth is the norm these days. The use of minimum tillage techniques and the building up of organic soil matter has improved both the soil structure and water retention. Good infrastructure allows processing of crops close to supply, which means that exports through the Port of Napier are of high value.

Urban development planning has ensured that our high class land, which is capable of producing high quality crops with minimal inputs, has not been covered in housing and industrial developments.



Iwi are substantial land owners and their holdings have grown significantly since the Treaty settlements. Partnerships with other investors have enabled significant and highly diversified developments on these lands while the kaitiakitanga philosophy ensures enduring and sustainable land management practices continue. Land owners across the board share an ethic of stewardship.

The economic opportunities provided by secure water supplies have resulted in a change in land ownership. Many farmers at or beyond retirement age and with no-one to inherit their farms, sell to the more corporate style of farming. Those with sons and daughters educated in the new ways of farming jumped at the chance to move the farm business ahead using a different business model. Joint ventures, combining the corporate and family based farms, are common.

Our living environments provide choice for families and individuals – choice to be self contained or an integral part of the community, choice to walk, cycle, bus or drive, choice to grow their own vegetables in individual or communal plots or buy from home market gardens. Our living environments are clean, housing is compact and makes clever use of space, while private and shared communal areas provide pleasant open areas.

New residents continue to be drawn to our region because of the lifestyle it offers and its climate. Our primary and secondary educational facilities have always been a draw card and this is now extended through the 'centre of excellence' applied science facilities developed through partnerships with EIT, and national and international universities, based on our region's food production and plant processing abilities.

As a result, our young people are being educated locally and there is plenty of opportunity for them to work in Hawke's Bay. Income levels have increased markedly, while crime and suicide rates are at an all time low. Throughout the community there is a feeling of empowerment and self-sufficiency.

There is a thriving, creative community, many of whom are Hawke's Bay people returning home to raise their families and to start businesses.

Hawke's Bay is well connected to the rest of the world, and the world is well connected to us. The tourism industry is thriving.

Underpinning the people, the economy and the environment is a unique governance and operational model. A resilient and sustainable planning framework has come out of the co-governance regional planning committee, which maintains equal numbers of iwi and elected regional representatives at the table debating and make recommendations for future natural resource management. By recognising the benefits of working collaboratively with our regional neighbours in the lower North Island, we are able to deliver more with the region's financial resources.

The region's wealth is growing and the community is investing and reinvesting in itself for greater flexibility, resilience, and sustainability.



We have identified a number of key strategic approaches that we think are important to focus on and develop over the next ten years to help the region achieve the strategic goals of Resilient Ecosystems, Resilient Economy and Resilient Communities. These are detailed on the following pages.

Strategic Goals

Strategic Goal	Resilient Ecosystems			Resilient Economy		Resilient Communities
Focus Areas	Land	Water Quality	Water Allocation	Water Security	Natural Hazards & Infrastructure	People & Communities
Strategic Objectives	Viable and resilient farming systems are being achieved through sustainable land use	There is proactive integrated management of land and water	Water supply and ecosystem needs are optimised for sustainable growth	Water supply and demand for sustainable growth are optimised	People and businesses feel safe and are willing to invest in Hawke's Bay	Comprehensive, relevant and quality services continue to be delivered by Council to enable a connected and healthy community
Proposed Approach	Increase investment in land use diversification Refine the focus of regional landcare scheme Focus on intensive land use/irrigation Focus on increasing the viability of hill country farms Increase levels of applied research Continue to minimise pest impacts	Better understand trends and risks for each catchment Collaborate with stakeholders in high risk areas to design viable solutions Set objectives in regional plans where necessary.	Determine habitat requirements in pressured catchments Ensure efficiency of water use Ensure public transparency of water use	Understand water demand and use Apply efficiency measures where needed Investigate alternative sources where needed Invest in systems and infrastructure where needed	Continue with research, risk reduction and information on hazards/risks Manage flood scheme assets affordably Continue to use scheme assets for environmental amenity enhancement	Continue to build community resilience through civil defence, well designed plans, sound investment and infrastructure provision Achieve healthy homes and clean air Connect urban communities via public transport Keep communities well informed Enhance relationships and partnerships

Enable Strategic Goals

Enablers	Foresight and Strategy	Investment	Strategic Alliances	Fit for Purpose Organisation
Strategic Objectives	Policies and plans are ahead of trends	Investment is enabling the regional economy to prosper sustainably	Mutual relationships over the long term help achieve the sustainable development of Hawke's Bay	Council is a responsive organisation that meets changing needs.
Proposed Approach	Regional intelligence identifying issues from a range of regional sources Develop regional planning solutions that are clear, well-founded and deliver certainty for residents and business Update the Regional Policy Statement to incorporate current regional strategies including the Heretaunga Plains Urban Development Strategy, Natural Hazards and the Land and Water Strategy Achieve integrated catchment strategies Develop Regional Biodiversity Strategy Embed the Regional Planning Committee	Investment company and subsidiaries are operational Deliver economic, environmental and financial benefits through investments Improve within region efficiencies, eg supply chain, through linked investment assets	Establish partnerships with a range of sector and institutional organisations which are founded on: - common values, - long-term mutual benefits, - delivery of better services to our community	Undertake shared services with other councils and organisations Maintain a positive organisational culture Take quick action on opportunities to deliver services Benchmark performance with other Regional Councils Evolve relevant services which create value



LAND

Strategic Objective

More viable and resilient farming systems in the region through sustainable land use.

What will success look like?

Most farmers are achieving improved economic return from their property with a reduced environmental footprint. The impact of diffuse runoff from farms is reduced and managed through best on farm practice. Regional Pest Management Strategy goals are met over 1 million hectares. Progress in achieving sustainable land use over 150,000ha of fragile hill country land and soils has trebled over the current rate and is delivered in partnership with farmers.

The challenges, risks and opportunity

The scale of the region's hill country erosion is significant and our current approach through the Regional Landcare Scheme (alone) is not making a big enough difference quickly enough, having only delivered some 10,000ha of forest and/or space planted tree cover since 1995. We estimate that approximately 150,000ha of Class VIe (highly erodible) land in the region could benefit from some form of forest cover. This indicates the scale of the challenge. Work undertaken suggests that a more integrated mix of land use within the extensive hill country can offer both improved returns for landowners as well as benefits for the environment.

Subject to availability of water, the irrigated land in the region could double in the next decade thereby delivering major regional economic benefits. However, the challenge will be to ensure intensive land use is managed in a way that does not result in significant degradation of water ways.

Increasing areas of intensive land will need increased research and tools to help land managers manage intensive farming systems in an environmentally neutral manner.

Our proposed approach

- Increase targeted investment in and improve the focus of the existing Regional Landcare Scheme (RLS) to assist land owners to achieve improved sustainability through better managed soil retention, resilience, and on farm management of nutrient losses to waterways.
- More focus on intensive land use associated with irrigation, integrating better land management with access to water.
- More emphasis on afforestation of steep, low productivity hill country to provide more diversity in pastoral hill country farming income, in conjunction with other partners/initiatives.
- Encourage more applied research in Hawke's Bay to improve innovation and the environmental and economic performance of farming systems.
- Continue to manage pest plants and pest animals to minimise any potential adverse impact on the primary productive sector.

What will we do in the next 3 years?

- Potentially implement a forestry initiative integrating carbon/commercial forestry into hill country farming and commit to invest \$5M (\$30M over the next 10 years).
- Establish strong links with research community together with a joint strategy to apply science/knowledge within Hawke's Bay for the benefit of the primary productive sector with a demonstrated positive return on investment.
- Implement a programme to improve knowledge of the impact of farming activities on land and water resources.

Within 10 years?

- \$30M will be invested in afforesting 15,000 ha of Class VIe and VIIe hill country land. A further 15,000ha of planting is in high UMF manuka plantings or similar, and private sector establishment of timber/carbon forestry.
- We will be using robust knowledge of the links between land use and water quality in prioritised catchments to influence farming practices.
- We will have strong links with the research community, using these through a 'centre of excellence' to improve understanding of the impact of farming on water quality and soil retention.

Strategic Goal – Resilient Ecosystems

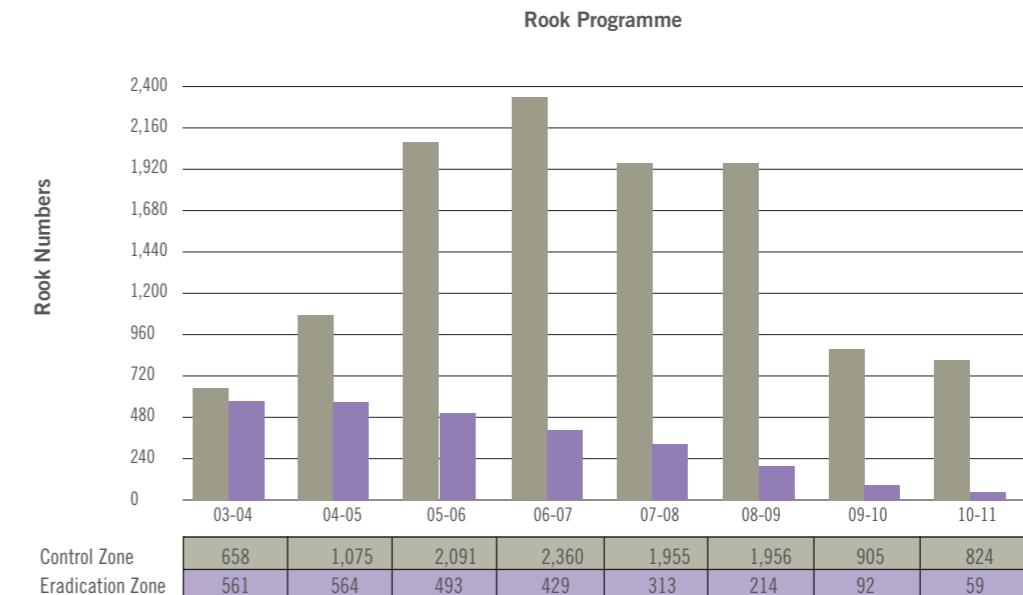


Key achievements to date

- Since the passing of the Soil Conservation and Rivers Control Act in 1941, we have accumulated 70 years of work and knowledge in soil conservation and erosion control in the region.
- Hawke's Bay Regional Council established the Regional Landcare Scheme (RLS) in 1995 to encourage and influence soil erosion prevention and water quality improvement, with the following progress –

Total investment by HBRC in RLS	\$7.13 M, equating to a total on farm investment of approx \$18M
Approx number of poplar and willow poles planted for soil erosion	440,000, based on 40-50 poles /ha this equates to approx 10,000ha
Wetlands protected	181
Joint venture forestry arrangements	14 over approx 400ha
Clients	744 (the total number of clients is only approx 15% of HB farmers, and to make a meaningful difference additional tools must be found)
Projects	2450
Riparian protection	Significant fencing and planting on farms and HBRC owned land.

- In the past 3 years, Hawke's Bay Regional Council has increased its involvement in the integration of farm afforestation and forestry into pastoral hill country: afforestation grants – 500 hectares; joint ventures – 400ha; HBRC land (including CHB wastewater) – 500ha.
- We are looking at entering a joint arrangement with Comvita Ltd to deliver Ultra High Manuka Factor honey from manuka plantings at Tutira Country Park, as a novel demonstration of economically productive landuse change.
- The Regional Pest Management Strategy implementation has significantly reduced the impact of pest animals and pest plants on the primary sector economy. The possum control areas programme and the HBRC administered Animal Health Board vector control programme has resulted in low possum numbers over more than 90% of the region's productive land.



Strategic Goal – Resilient Ecosystems



WATER QUALITY

Strategic Objective

Proactive integrated management of land and water.

What will success look like?

Catchments with current water quality issues and risks will have an integrated management plan with clear objectives for broad environmental, economic, social and cultural outcomes, developed by the community. Integrated management plans for other catchments will be done on a potential future risk basis. Each catchment community will take action on their own to achieve the management objectives. Water quality trends in degraded catchments will be improving.

The challenges, risks and opportunity

Water quality in some water ways in the region is declining or is below acceptable standards, largely as a result of diffuse discharges from farming activities. Diffuse discharges are not adequately addressed in current regional plans and HBRC is currently reacting to issues.

Integrated catchment management on a prioritised basis will enable a more proactive approach to identifying the issues, causes and solutions in collaboration with the catchment community and land managers.

Improving water quality where there are clearly identified management impacts will require changes to current management practice. To achieve change the commitment and support of all affected parties is needed and the complexity of this change process should not be underestimated.

Our proposed approach

- Understand trends and future risks for land and water quality on a regional / catchment / area basis.
- Apply a collaborative, multi-stakeholder approach to known at-high-risk areas.
- Include management objectives for broad outcomes in regional plans where appropriate.
- Apply both known techniques for improving water quality, as well as trial new technologies as appropriate.

What will we do in the next 3 years?

- Develop a prioritised approach to managing future risk.
- Develop and apply integrated catchment strategies based on catchment models for Tukituki, Ngaruroro (including Karamu and Heretaunga Plains aquifer) and Tutaekuri catchments and incorporate in regional plans.

Within 10 years?

- Develop integrated catchment strategies for other catchments as may be prioritised and incorporate in regional plans.

Key achievements to date

- We have monitoring strategies in place that form the basis of the state of the environment programmes and report on water quality state and trends on a catchment basis.
- We have identified positive changes already to phosphorus levels in the Taharua catchment as a likely result of the riparian management programme in the catchment.
- We have invested in forestry to enable wastewater to be removed from influencing groundwater and surface water in both Mahia and Central Hawkes' Bay.
- We supported the Tukituki Liaison Group, a stakeholder group, in developing a set of objectives and policies for the management of land and water in the Tukituki catchment. This will be part of the information considered to develop statutory policies in the regional planning documents.
- We have supported the Taharua Stakeholder Group in the development of vision, values, and management objectives for the Taharua and Upper Mohaka Catchment, and undertaken scientific investigations regarding groundwater flow, nutrient movements and fish energetics.
- An ecological management plan for the Ngaruroro River has been prepared. A similar plan is currently being developed for the Tutaekuri River, as we concurrently develop an implementation programme for the Ngaruroro plan.
- A management plan is in place for Karamu Stream on the Heretaunga Plains to improve drainage and water quality and steady progress is being made on wetland development and riparian planting in association with Hastings District Council, local marae and community groups. The Karamu Enhancement Group of volunteers assists HBRC with planning and work on the ground.
- We purchased land alongside Lake Tutira in 1998 to retain as a country park and as a positive example of soil erosion management. We have steadily developed wetland areas and riparian planting, taken steps to assist with water quality improvement, developed an arboretum and planted trees on the steep slopes. As an open space, the park is available for camping and day visitors.

Strategic Goal – Resilient Ecosystems

WATER ALLOCATION

Strategic Objective

Optimisation of water supply and ecosystem needs for sustainable growth.

What will success look like?

The water allocation framework, which includes water use efficiency at individual and collective levels, is incorporated into statutory planning documents, to provide certainty and process efficiency for the community and for businesses.

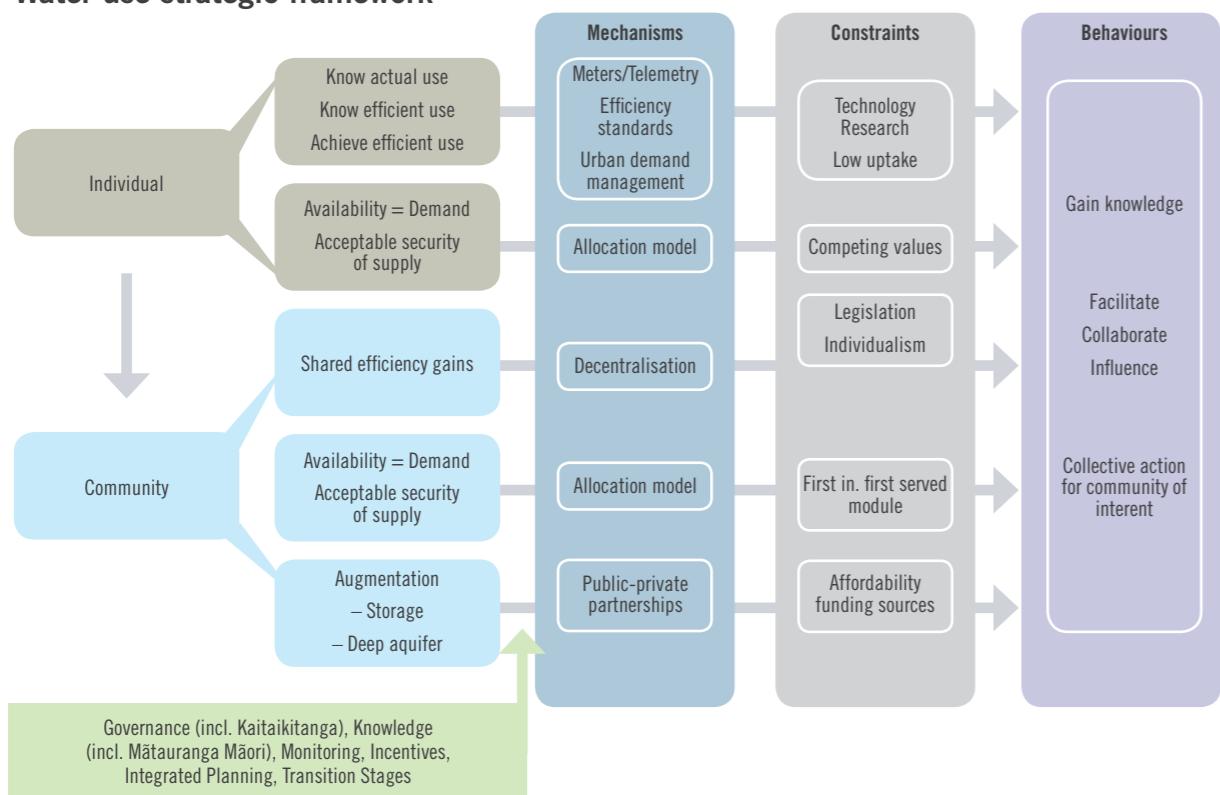
The challenges, risks and opportunity

Approximately 80% of water allocated in Hawke's Bay is for irrigation purposes with approximately 20% allocated to industrial and urban domestic use. Hawke's Bay has a summer dry climate and all users of water, including commercial and recreational, compete for a very limited resource in the same period.

The appropriateness and adequacy of current allocation limits and minimum flows have been questioned through resource consent processes and HBRC has committed to plan changes on a catchment by catchment basis. The primary issues are evident in fully allocated catchments in the Ngaruroro and Tukituki catchments which in turn also offer the best opportunity for irrigation expansion.

Water users have traditionally focused their interest on securing their own water supply allocation but where water is scarce, having a collective interest will enable water to be managed and used more efficiently.

Water use strategic framework



Strategic Goal – Resilient Ecosystems



Our proposed approach

- Determine habitat requirements of aquatic ecosystems in catchments under existing or emerging water use pressure.
- Determine sustainable allocation limits in catchments under existing or emerging water use pressure.
- Seek efficient use of water through individual and collective mechanisms. Water users have, to date, operated as individuals, generally concerned about their own allocation of water and not too concerned about how others might use it. In a constrained water environment, which requires water to be used more efficiently, there will need to be a shift toward thinking and acting collectively, sharing the resource to the benefit of all users and the environment. This may happen through voluntary initiatives as well as regulatory mechanisms.

What we will do in the next 3 years?

- We will implement the Land and Water Management Strategy, particularly for sustainable use of water.
- Water allocation frameworks for Tukituki catchment and Ngaruroro catchment (including Karamu and Heretaunga Plains aquifer) will be developed and set within regional plans.

Within 10 years?

- The water allocation framework for the rest of region will be contained in the Regional Plan.

Key achievements to date

- Significant science has been completed over 15 years (and especially over the last 3 years) to support policy development, including assessment of in-stream needs, scenarios for harvesting higher flows, development and use of the transient groundwater model for the Ruataniwha Plains.
- This has led to a better understanding of the hydrological characteristics of integrated groundwater and surface water systems and habitat requirements, particularly of the Ruataniwha Plains aquifer and Tukituki river system.
- Work is in progress on improving an understanding of the Heretaunga Plains aquifer, building on what is already a very substantial knowledge base.
- A successful Water Symposium focusing on water management issues was held in 2010 followed by the establishment of a Reference Group and the development of a Land and Water Management Strategy during 2011.

WATER SECURITY

Strategic Objective

Optimisation of water supply and demand for sustainable growth.

What will success look like?

We will have healthy rivers with sustained summer flows plus viable, irrigated economic activity potentially on double the land base over that currently being used. Water security will enable farm businesses and investors make long term business decisions, directly contributing to the growth of the region's economy. Achievement at this scale should be seen as a 5 to 10 year objective.

The challenges, risks and opportunity

The ability of the region to maintain its current and attract new investment for potential economic growth is dependent on having a reliable water supply. Currently some 30,000ha is irrigated and given secure water there is an opportunity to double this. Economic growth will potentially be hindered in the Ruataniwha Plains area of Central Hawke's Bay and possibly the Ngaruroro catchment if additional sources are not developed.

Accurate knowledge of actual use is hampered through a lack of measuring and recording. Understanding potential demand in relation to water availability is required to identify response strategies where there is a shortfall.

Further infrastructure, which stores excess winter water for summer allocation, is a significant but capital intensive option. The economics tend to favour large scale infrastructure to deliver the economies of scale required.

Our proposed approach

- We will understand water demand and use.
- Where water supply is constrained, we will apply individual and then shared efficiency measures.
- Where efficiency gains are not enough, we will investigate alternative sources, including storage.
- Greater applied science in primary sector will be encouraged plus collaboration with other organisations to encourage increased productivity and profitability.



What we will do in the next 3 years?

- We will, with irrigators, rapidly progress installation of water metering and telemetry to water takes.
- We will continue with various stages of investigating the Ruataniwha water storage feasibility, including seeking funding partners, with construction potentially underway towards the end of this period.
- We will secure government feasibility funding for the Ngaruroro augmentation strategy and complete feasibility study.
- We will seek collaboration initiatives with other organisations to achieve increased productivity and profitability.

Within 10 years?

- Irrigation within the Ruataniwha basin will be expanded and there will be improving flow regimes in the Tukituki.
- We will be implementing the outcomes of Ngaruroro Augmentation Strategy.

Key achievements to date

- Irrigation user groups have been set up by irrigators with Regional Council assistance in the Ruataniwha, Ngaruroro and Twyford areas. This initiative is intended to ensure water is used efficiently and, in some cases, transferred between users where this will result in greater efficiencies and less pressure on the water resource.
- Water metering and telemetering of data associated with irrigation water use is in place across 800 of the 2,500 water take consents in Hawke's Bay. This initiative will enable user groups to work effectively in terms of water transfers, and for water use information to be transparently communicated to the public.
- A pre-feasibility study has been completed on Ruataniwha Storage Project. A full feasibility study is underway which is testing a proposition of increasing irrigation potential by approximately 20,000ha in addition to the 5,000ha currently irrigated, as well as improving summer low flows in the Tukituki River by approximately 30%.
- A pre-feasibility study has been completed on Ngaruroro/Karamu augmentation. This study addresses essentially the same issues as above.
- Both feasibility studies are developing information on irrigation management methods which limit discharge of nutrients to rivers.
- Investment over the last three years (including this financial year) is in the order of \$4.8m.

Strategic Goal – Resilient Economy



NATURAL HAZARD MANAGEMENT & INFRASTRUCTURE

Strategic Objective

People and businesses feel safe and are willing to invest in Hawke's Bay. The community is informed about the risks and satisfied with the level of protection provided through both planning and physical protection works.

What will success look like?

Communities have a good understanding of the natural hazard risks they live with and acknowledge their role in mitigating the potential adverse impact of those risks.

The challenges, risks and opportunity

Despite the number of natural hazard events that have occurred in New Zealand, much of the community does not appreciate the need to be able to take care of themselves in those initial stages. The civil defence response organisations in this region have responded well to short-term sub-regional scale events but have not been tested on major regional events requiring a substantial recovery focus.

Assessment and modeling of the possible consequences of major natural hazard events (earthquakes, tsunami and floods) has improved substantially in recent years. This does offer an opportunity to both improve the civil defence plan and also upgrade the Regional Policy Statement to deliver better risk management.

Land use in a river catchment can influence the amount of runoff from the land and the size of events. The level of protection provided by the flood protection schemes may also reduce with predicted changes in the weather patterns. There is an opportunity to better integrate land use activities into flood mitigation planning as there is also potential to upgrade infrastructure.

Strategic Goal – Resilient Economy

Our proposed approach

- We continue to improve and disseminate our knowledge of natural hazard risks, and use this information to mitigate those risks and improve community resilience.
- We will complete and implement the Hawke's Bay Natural Hazards Strategy in the Regional Policy Statement.
- We will continue to effectively manage the flood and drainage scheme assets to provide levels of protection and services agreed by the community. We will review expectations of community within flood control scheme areas through periodic reviews, and communicating and consulting on risk and affordability.
- We will continue to seek and action opportunities to use scheme assets for public enjoyment and environmental enhancement.
- We will expand our understanding of the complex interactions between land use, runoff and river flows and develop strategies and policies as appropriate for integrated catchment management.

What we will do in the next 3 years

- Integrate the civil defence emergency management resource in Hawke's Bay so that there is the capability and capacity to effectively and efficiently respond to and recover from a significant natural hazard event that adversely impacts on any part of the region.
- Establish programmes of work to improve the levels of service provided by the Heretaunga Plains Flood Control and Drainage Scheme, following agreement by the scheme beneficiaries.
- Commence a review of the levels of service provided by the Upper Tukituki Flood Control Scheme.

Within 10 years

- Have a greater understanding of the risks associated with natural hazards and ensure these can be managed or mitigated through a planned approach applied consistently throughout the region.
- Making progress on a planned programme of upgrading works to achieve levels of service agreed with the relevant communities.

Key achievements to date

- The Hawke's Bay Group Civil Defence Emergency Management Plan was adopted in 2006 and is currently under review. Additional staff were appointed to manage the region's Civil Defence responsibilities in September 2011, and additional staff are planned for Wairoa and Central Hawke's Bay during 2011. This resource will result in a more integrated and effective civil defence resource for the Hawke's Bay region.
- Coastal hazard lines have been identified and included into regional planning documents. Tsunami inundation risk planning is well underway with the coast from Clifton to Tangoio mapped and local councils provided with data.
- Earthquake faults and flood hazard areas have been identified and a planning response included in city and district planning documents.
- Flood Control and Drainage Schemes are in place for the Upper Tukituki Rivers, Heretaunga Plains, and a number of isolated flood prone communities throughout the region. There are also region-wide river and stream schemes which fund vegetation management in a range of waterways not covered by specific schemes. These schemes are primarily targeting the flooding of roads and other infrastructure essential for community wellbeing.
- Some schemes provide opportunities for public recreation and biodiversity enhancement. Examples of this include Te Karamu, Harakeke, Pekapeka Wetland, Waitangi wetlands, Pakowhai Country Park, and an extensive and growing pathway network constructed on Heretaunga Scheme land.
- The development of a Hawke's Bay natural hazards strategy is in progress.

PEOPLE AND COMMUNITIES

Strategic Objective

Hawke's Bay Regional Council retains its focus on delivering to the community in the areas aligned with natural resource knowledge and management, natural hazard assessment and management, regional strategic planning, and the provision of regional scale infrastructure and services.

What will success look like?

The regional community will have a clear understanding of the value of risk management assets. There will be more choice in public transport and more opportunities to improve household sustainability. HBRC's open space assets will be well used by everyone and the cycle trails will be a draw card for tourists.

The challenges, risks and opportunity

In 2010 Hawke's Bay Regional Council undertook a significant study on future scenarios for the Hawke's Bay region, *Land, River, Us – Hawke's Bay in 2050*. This work outlines in detail many of the socio-economic, technology and market driven trends that may impact on our regional community.

The age profile of Hawke's Bay's population is older than the national average and expected to continue to age at a faster rate. The much younger age structure of the Maori population will mean that over the next 20 years they will represent a significant proportion of the working age population and will be an important input to regional economic growth. Compared to the national average in 2006, a greater proportion of the working age population in Hawke's Bay had no formal qualifications.

The regional economy is primary sector based and is therefore dependent on natural resource utilisation, exposed to natural hazards and export market shocks. Economic shocks rapidly transfer into social stress. A focus on economic and ecological resilience is a major driver for HBRC and the long-term intent is to reduce volatility, particularly in the primary sectors. Being a GE free region is being proposed by a group of people as a potential market advantage; there are pros and cons to this that need to be explored as does the question of whether this is a national or regional issue.



In recent times, we have focused on provision of better open spaces assets, such as the Nga Haerenga – New Zealand Cycle Trails, which provides benefits for recreation, tourism, business and health.

In some areas, the Regional Council takes a support role for government programmes. The Heat Smart programme is one of these. It is enabling people to attain warmer, healthier homes and improve air quality by encouraging the insulation of homes and the replacement of inefficient heating. Air quality is improving to achieve national air quality standards but further progress will be dependent on higher conversion rates.

Public transport services and passenger use has improved significantly in the main urban areas of Hastings and Napier, but there is a risk that government funding will reduce.

There are multiple government agencies and not-for-profit organisations engaged with communities at many different levels; many of these have a primary social focus. The role of the Regional Council is defined by our four primary functions (natural resource knowledge and management, natural hazard assessment and management, regional strategic planning, and the provision of regional scale infrastructure and services); it is through these areas where we deliver a meaningful contribution.

Strategic Goal – Resilient Community



Our proposed approach

- Continue to influence and invest in services which build resilience and insulate the community from risk.
- Align services and assets to deliver multiple benefits accessible to more people in the community.
- Increase targeting of information to specific audiences to ensure that projects and programmes can be successfully put into action.
- Influence environmental approaches in urban areas (such as water efficiency and stormwater management).

What will we do in the next 3 years

- Review representation on the Hawke's Bay Regional Council as required by local government legislation.
- Continue to monitor and expand, where necessary, passenger transport and Total Mobility scheme services within the Heretaunga Plains area to meet increasing need.
- Improve resilience and preparedness of regional community to natural hazard events.
- Explore the advantages and disadvantages, and the practicality of becoming GE free.
- Continue to provide financial assistance to increase the number of healthy homes in urban areas of Hastings and Napier, and explore opportunities for alternative sustainable energy options for households.
- Promote the recreational use of the public open space assets that we manage, such as country parks.
- Continue to implement the Community Engagement and Communications Strategy.
- Continue to support the development of regional public infrastructure projects.

Within 10 years?

- Hawke's Bay Regional Council continues to meet all legislative requirements for our democratic processes, including representation.
- The passenger transport needs of communities outside the Heretaunga Plains area continue to be assessed and planned for, where significant need is identified.
- Air quality standards have been met in urban air sheds (by 2016 and 2020) and we have instigated other opportunities for the community to make sustainable improvements to their homes.

Key achievements to date

- We have continued to maintain democratic processes, including local body elections.
- We have increased public transport services (both buses and the Total Mobility Scheme) substantially since 2009, with many service and infrastructure improvements, including rebranding, introduction of smartcard fare payments and Sunday services, improved timetable information and increased Saturday services. Passenger trips have increased steadily, 17.5% 2009-11. The Total Mobility Scheme continues to exhibit steady growth with a 33% increase in membership 2009-11.
- Funding of an Open Spaces portfolio has focused on providing recreation facilities within close proximity to the main urban communities. We manage six open space parks for the community at Karamu Stream, Pakowhai, Pekapeka Wetland, Tangoio, Lake Tutira and Waitangi Estuary, as well as 32 river entry points.
- We were successful in receiving government funds to assist the development of three cycle trails as part of the Nga Haerenga – New Zealand Cycle Trails project, and we lead this initiative, with the support of Napier City and Hastings District councils. A total of \$4.38 million is budgeted for this to date. Hawke's Bay is likely to offer nearly 190 kilometres of trails, equating to 8% of the national total of 2,253 kilometres.
- The Heat Smart programme was established to provide funding assistance for home insulation and clean heat conversions, primarily to the urban communities of Hastings and Napier. In the 18 months to June 2011, 1,432 clean heat conversions and 6,212 combined insulation and clean heat upgrades received some form of financial assistance from Hawke's Bay Regional Council and/or EECA.
- We have continued to maintain emergency management/civil defence operations at the regional scale. We have appointed the first professional Civil Defence Group Controller for the region and dedicated Emergency Management staff at Wairoa and Central Hawke's Bay district councils, in addition to the existing CDEM full time and co-opted staff at Hastings, Napier and Regional Councils.
- We have provided funding support for a number of major facilities provided by territorial authorities.
- We provide community development funding to a small number of community organisations for operational support through partnership arrangements, and additional funding to assist community groups with environmental projects through the Local Environmental Action Fund (LEAF).
- We provide funding assistance to the Enviroschools programme involving 29 schools (2011) and provide assistance to Hawke's Bay schools and students in the Youth Environment Forum.

Strategic Goal – Resilient Community

FORESIGHT AND STRATEGY

Strategic Objective

Hawke's Bay Regional Council strategies and plans are providing a strategic framework for natural resource and hazard management and regional scale infrastructure, and are therefore ahead of trends.

What will success look like?

The Hawke's Bay region is seen as a good place to do business, as the regional strategic direction for the management of water demand, supply and the regional water resources is clear, is owned by the community and is incorporated into statutory planning documents to provide certainty and efficiency of process. Plan changes are no longer driven by isolated, single issues, and are quicker to process.

The challenges, risks and opportunity

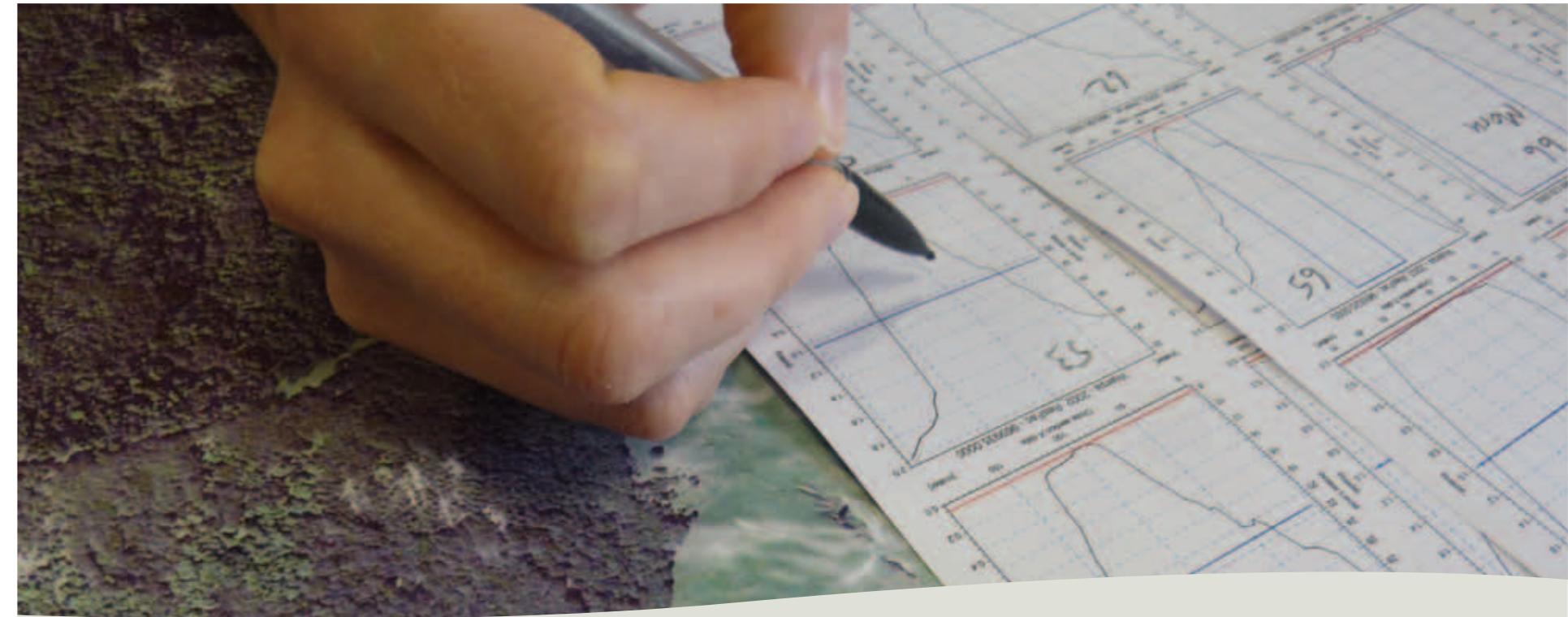
Statutory plan processes can take up to seven years from inception to being fully operative, often as competing parties have little incentive to agree and plenty of incentives not to. Focusing on resolving issues with stakeholders ahead of statutory processes is one initiative to address this issue and regional councils are actively engaged with central government regarding resource management law reform.

The concept of spatial planning is still evolving but it presents an opportunity for integrated planning across a number of sectors within the region and with other regions.

The initial focus should realistically be ensuring the implementation of the Heretaunga Plains Urban Development Strategy, Natural Hazards Strategy, and upgraded Land and Water Management Strategy within the Regional Policy Statement.

Our proposed approach

- Scan and collate regional intelligence from all sectors and identify emerging issues and plausible futures (scenarios).
- Develop comprehensive strategies for regional solutions through collaborative approaches such as the Land and Water Management Strategy, the Heretaunga Plains urban development strategy and the Hawke's Bay Regional Land Transport Strategy.
- Investigate spatial planning for Hawke's Bay and with our southern North Island counterparts.
- Develop and incorporate integrated catchment strategies into statutory planning documents where appropriate.
- Embed the HBRC / Treaty Settlement Group Regional Planning Committee both in governance and via statute.



What will we do in the next 3 years?

- Collaboratively promote and implement the Land and Water Management Strategy.
- Plan change notified and decisions released for the Tukituki River Catchment.
- Plan change notified for the Ngaruroro River, Heretaunga Plains Groundwater and Karamu Stream integrated system.
- Taharua Strategy plan change notified and decisions released.
- Regional Policy Statement changes for growth management and strategic integration of land use, and infrastructure notified and decisions released.
- Implementation programme prepared and reported on annually for the National Policy Statement for Freshwater Management.
- Investigate how a spatial plan for the Hawke's Bay region would enhance regional strategic planning.
- Develop a Regional Biodiversity Strategy in collaboration with strategic partners.

Within 10 years?

- On a prioritised catchment basis, incorporate integrated land and water management within strategies and regional plans.
- Implement the National Policy Statement for Freshwater Management.
- Commence a review of any sections of the Regional Policy Statement and Regional Resource Management Plan that have not been reviewed in the last 10 years.
- Review Regional Land Transport Strategies and Programmes.

Key achievements to date

- Development of HB2050 Land River Us - a set of futures scenarios and comprehensive summary of trend data to assist the required long term thinking for regional strategic planning.
- Ongoing development of a Hawke's Bay Land and Water Management Strategy to set the higher level direction for land and water management.
- Ongoing work on the Heretaunga Plains Transportation Study and Wider Region Transport Study as inputs into the review of the Regional Land Transport Strategy.
- Operative second generation Regional Policy Statement and Regional Resource Management Plan, and nearly operative second generation Regional Coastal Environment Plan.

Enabling Strategic Goals

INVESTMENT FOR SUSTAINABLE REGIONAL GROWTH

Strategic Objective

Investment in regional scale infrastructure and assets to deliver sustainable regional prosperity.

What will success look like?

Hawke's Bay Regional Council is investing in a balanced portfolio that is aligned to the future sustainable development of the region and has a level of liquidity/flexibility that has enabled the region to evolve in a sustainable and resilient manner.

The challenges, risks and opportunity

The challenge for Hawke's Bay Regional Council is to provide funding for its strategic initiatives, specifically in the area of sustainable natural resource management which underpins an efficient export-based economy while maintaining dividends at a level which sustain a healthy operating budget.

If increasing general rates is not a preferred option, the investment portfolio needs to be used effectively both through careful deployment of capital and investment income. However, some of the reinvestment opportunities deliver returns over a medium to long-term 3 - 7 year period and this will potentially stress the HBRC operating budget.

Reinvestment in new projects within the region delivers a higher risk profile than does distributed investment

across and number of asset classes, predominantly outside of the region. Conversely, the opportunity is to make use of the investment portfolio in a manner which better enables the regional economy to perform better both as a consequence of increased economic activity as well as supply chain efficiency.

Our proposed approach

A proposal for improving the diversification of investments and the return on investments is for Hawke's Bay Regional Council to set up an investment company and related subsidiaries. This company would target potential investments in water (storage), land (improved land use/technology), infrastructure (commercial property) and logistics (Port of Napier Ltd).

Investment in any one of these categories may have a multiplier effect on any of the other categories, e.g. investment in water storage enhances improved land use plus additional tonnages exported through the Port. Where possible, the investments add value in multiple ways, i.e. to the primary sector and export economy, to the natural environment on which the economy is based and to HBRC's income stream.

The proposed investment company achieves improved tax treatment for corporate investments.

Investment asset classes are realigned, as below –

Asset Classes	Meets Hawke's Bay Regional Council Focus Area	Allocation to Asset Classes	
		2011	2020
Leasehold Land		36%	-
Water Storage	Regional scale infrastructure	1%	17%
Land Use Change	Natural resource management	1%	12%
Logistics	Regional scale infrastructure	48%	50%
Commercial Property	Regional scale infrastructure	1%	11%
Technology (1)	Natural resource management	-	4%
Cash (2)		13%	6%
Total		100%	100%

(1) Resolving complex environmental challenges (such as diffuse source discharges from intensive land use into water ways and/or capturing and communicating environmental data and information) increasingly require sophisticated technological solutions; some investment may be warranted in these areas. (2) The cash balances held at 2020 represent special purpose reserves, e.g. regional/scheme disaster reserves and asset replacement reserves.



What we will do in the next 3 years?

- Establish an investment company.
- Establish related subsidiaries, specifically for water and forestry. Some of these investments are likely to be via joint ventures in some form.
- Realise the value in both the Napier and Wellington leasehold property portfolios.
- Increase investment in the new investment groups of water harvesting and improved land use (forestry/carbon credits).
- Continue funding support for development/revenue generating initiatives associated with Port of Napier Ltd.
- Continue to promote and leverage central government funding, including Ministry of Science and Innovation (MSI) technology investment programme funding for research and development for businesses.

Within 10 years?

- Assess opportunities for continued investment being required within a 7-10 year timeframe.

Key achievements and investment to date

- Hawke's Bay Regional Council currently holds approximately \$250M in investments. We have invested in multiple purpose forest blocks for the treatment of wastewater, and feasibility studies for water storage with the aim of improving water security for all water users.
- There have been substantial sell downs of Napier leasehold land, as lessees have freeholded their residential properties, releasing up to \$16.5m in value over the last five years. A more aggressive sell-down of Napier leasehold land to lessees has been initiated for 2011/12.
- An amendment to the dividend policy for receipt of Port of Napier dividends was made to allow additional funds to remain with the Port to accelerate development.
- We have invested in Nga Haerenga – New Zealand Cycleways, with the development of a third trail recently approved.
- We are the agency for the Regional Partner Network to assist with leveraging central government funding to develop business.

Funding	2011/12 Annual Plan	
	\$ Million	% of Total
General Rates	3.3	6.2%
Targeted Rates	10.6	19.9%
Investment Income	11.5	21.6%
Direct Charges to Customers	5.5	10.3%
Loans	7.9	14.8%
Hawke's Bay Regional Council Reserves	8.6	16.2%
Contributions from Central Government	5.9	11.0%
Total Funding	53.2	100%

Sources of Funding

The sources of funding that cover Hawke's Bay Regional Council's operating activities and capital shown at right –

Enabling Strategic Goals



STRATEGIC ALLIANCES

Strategic Objective

Mutually dependent relationships created that will endure over the long-term and, in so doing, deliver outcomes that better achieve Hawke's Bay Regional Council's vision and purpose. We want to increase the scale, speed, efficiency and positive impact of Hawke's Bay Regional Council on the sustainable development of the region.

What will success look like?

There are active, formal alliances with a range of government, university, private and council organisations (locally, sub-nationally and nationally) that are working with us to provide valued services and research for both the region and our operation, that are targeted and efficient.

The challenges, risks and opportunity

Change processes associated with Treaty settlements, freshwater management reform and the current government's economic agenda is requiring regional councils and central government, departments and ministries to focus on their relationships and act in a much more co-ordinated way.

There is significant incentive locally for all public authorities to deliver services more efficiently and effectively, in part driven by the challenging economic times. These local and regional drivers, coupled with national drivers, mean a recast of the way in which HBRC services are delivered.

Managing the complexity associated with new relationships and the change processes will require strong leadership and management.

Our proposed approach

We propose to formalise partnerships that are sector and institutionally based, and with a probability of a long-term mutual dependency. Proposed partnerships are with:

- Primary Sector Associations (Federated Farmers, Hawke's Bay Forestry group, Horticulture NZ, Pipfruit, Winegrowers, etc). These industry groups share a vital interest in our natural resource and hazard management and planning, and a need for greater catchment/community based management of natural resources.
- Government Departments (typically included in the Chief Executives Environment Forum, i.e. MAF, MfE, DOC, LINZ, NZTA, MED). The relationships are growing and deepening, and may continue with possible government reform. Contractual relationships and revenue from these departments has grown over the past 3 years. There is also a relationship in terms of water and land policy, and service provision such as public transport. In some areas, regional councils are seen as technology transfer agents. There is, increasingly, a move to consider shared services, eg shared GIS and spatial data procurement, co-location of staff, and secondment of staff.
- Regional Sector Group (a collective of Regional Council Chairmen and Chief Executives). The Regional Council has traditionally attended quarterly meetings of this group and there are a number of inter-Council technical working groups. This is a critical group for the sector to influence Central Government and also opportunity to align joint services and operations where there are drivers for greater scale, efficiency and increased capacity.
- Hawke's Bay Treaty Settlement Groups. Treaty of Waitangi (Tiriti o Waitangi) settlements are around 'co-governance' of natural and physical resources and a regional Planning Committee covering RMA functions is being formed. In time, claimant groups will also become significant owners of economic assets; tangata whenua will have a more dominant role in shaping the region's economic and social development.
- Hawke's Bay Business Community and Local Councils. Partnerships will work through our support of Tourism Hawke's Bay and participation in Business Hawke's Bay (funded through the Regional Economic Development rate).
- Possible Shared Services Company with other Local Government Authorities. While Regional Council roles and functions are significantly different than those of local city and district councils, we serve and rate the same communities and this obliges us all to deliver services efficiently, and collaborate where there are clear benefits. Formal collaborative arrangements focused on joint procurement and shared services with other regional councils can also offer cost savings and efficiencies. A mix of alignments may be the outcome.
- Research and Development Sector. Hawke's Bay is comparatively poorly served in this capacity compared to other regions in New Zealand. We want to develop an alliance with Crown Research agencies, EIT and universities to increase research input into Hawke's Bay, specifically in environmental and economic development with the potential for a significant research hub to be located in Hawke's Bay.

Enabling Strategic Goals

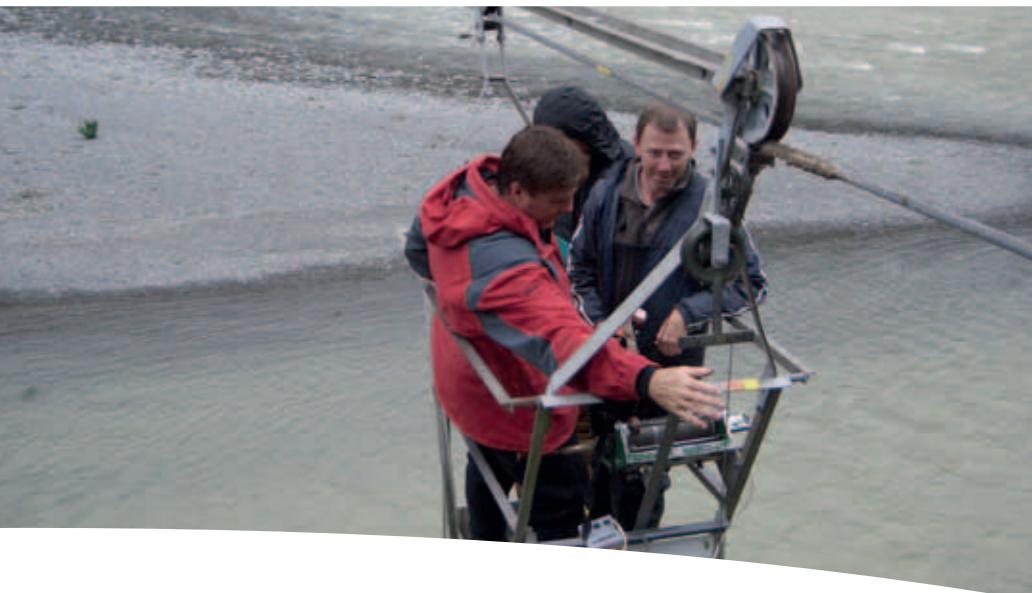
What we will do in the next 3 years?

- In the primary production sector, we will create a bi-annual forum to align key issues and set priorities.
- We will work with government departments to explore cost efficiencies, co-location of staff, and the potential for a staff member to concentrate on the relationship management aspects with government departments.
- We will work with Horizons Regional Council and Greater Wellington Regional Council to potentially align water, forestry, science and planning capacity to deliver better services across the lower North Island.
- We will work within the regional sector group to allocate resources to set up service delivery integration across regional functions with Greater Wellington and Horizons Regional Councils. We will enter into shared service arrangements, especially the joint policy development on national freshwater management reform, and make use of the national land and water web accessible database with all Regional Councils.
- We will establish the Regional Planning committee to work with Treaty Settlement Groups (mandated) on resource management, and develop a deeper understanding of possible investment aspirations of the claimant groups and how they might complement Hawke's Bay Regional Council's directions.
- We will implement the options for a Shared Services relationship with Manawatu-Whanganui Regional Council and formalise the gains already made with Central Hawke's Bay District Council and Wairoa District Council.
- We will continue to work towards shared services arrangements with Hastings District and Napier City Councils with a view to formalising these as soon as possible,
- To progress research and development goals, a Massey staff role focused on its regional development strategy will be located within Hawke's Bay Regional Council offices at Dalton Street. We will also lead the development and strategic plan for R&D activities in Hawke's Bay, working with our regional economic development group and Business Hawke's Bay. We will consider aligning existing budgets to a research consortium where additional funding can be leveraged.
- We will monitor and annually review the Regional Economic Development Strategy and performance of Tourism Hawke's Bay and Business Hawke's Bay.

Key achievements to date

- In February 2010, Hawke's Bay Regional Council adopted a set of principles for its strategic, integrated, and operational external relationships.
- Within Hawke's Bay the Regional Council has focused on developing a relationship with the Treaty Claim group relationship around the formation of the Regional Planning Committee. We have codified relationships with Hawke's Bay councils in the Triennial Agreement. Stakeholder relationships have been formalised around major Hawke's Bay Regional Council activities, notably in the water reform and land management areas. Service delivery relationships have been formalised via contracts or funding agreements.
- Outside of the region, the Regional Sector Group established under the auspices of Local Government New Zealand (LGNZ) acts as the forum for Regional sector collective interests, and the Chief Executives' Environment Forum acts as a collaborative arrangement between the Regional and Central Government departments operating in the Natural Resources sector.
- The Council has led a review of the Regional Economic Development strategy, embedding a collaborative approach to Economic Development.
- All of these interactions are evolving and some offer a real opportunity to evolve into more formalised strategic alliances.





FIT FOR PURPOSE ORGANISATION

Strategic Objective

A responsive organisation that meets changing needs in a timely manner and delivers on these needs efficiently.

What will success look like?

Hawke's Bay Regional Council is recognised by the region's residents, ratepayers, business leaders and community organisations as an organisation which is responsive, forward thinking and provides an excellent service.

The challenges, risks and opportunity

External factors will lead to changes in how HBRC's role is delivered – changes in legislation, changes in government policy. Stakeholder involvement and economic, environmental and financial drivers. Ratepayer expectations demand an efficient, cost effective undertaking of operations in a way that also meets their needs in terms of levels of service.

Our proposed approach

- The Regional Council will be part of one or more shared services arrangements with local and regional authorities which deliver either back-office or front-office regional council functions.
- We will develop and maintain a positive organisational culture that reinforces 'continuous improvement' and is flexible and adaptable, open, ready to assist clients and able to collaborate with other organisations. There will be a focus on leadership development, to identify career development paths within HBRC for employees.
- We will maintain appropriate links with central government and key strategic partners to ensure Hawke's Bay Regional Council has 'intelligence' on potential changes and opportunities.
- Benchmarking of support functions against of regional councils as part of the Local Government New Zealand efficiency initiative.
- The services HBRC delivers will evolve to support and be relevant to our overall strategy.

What we will do over the next 3 years?

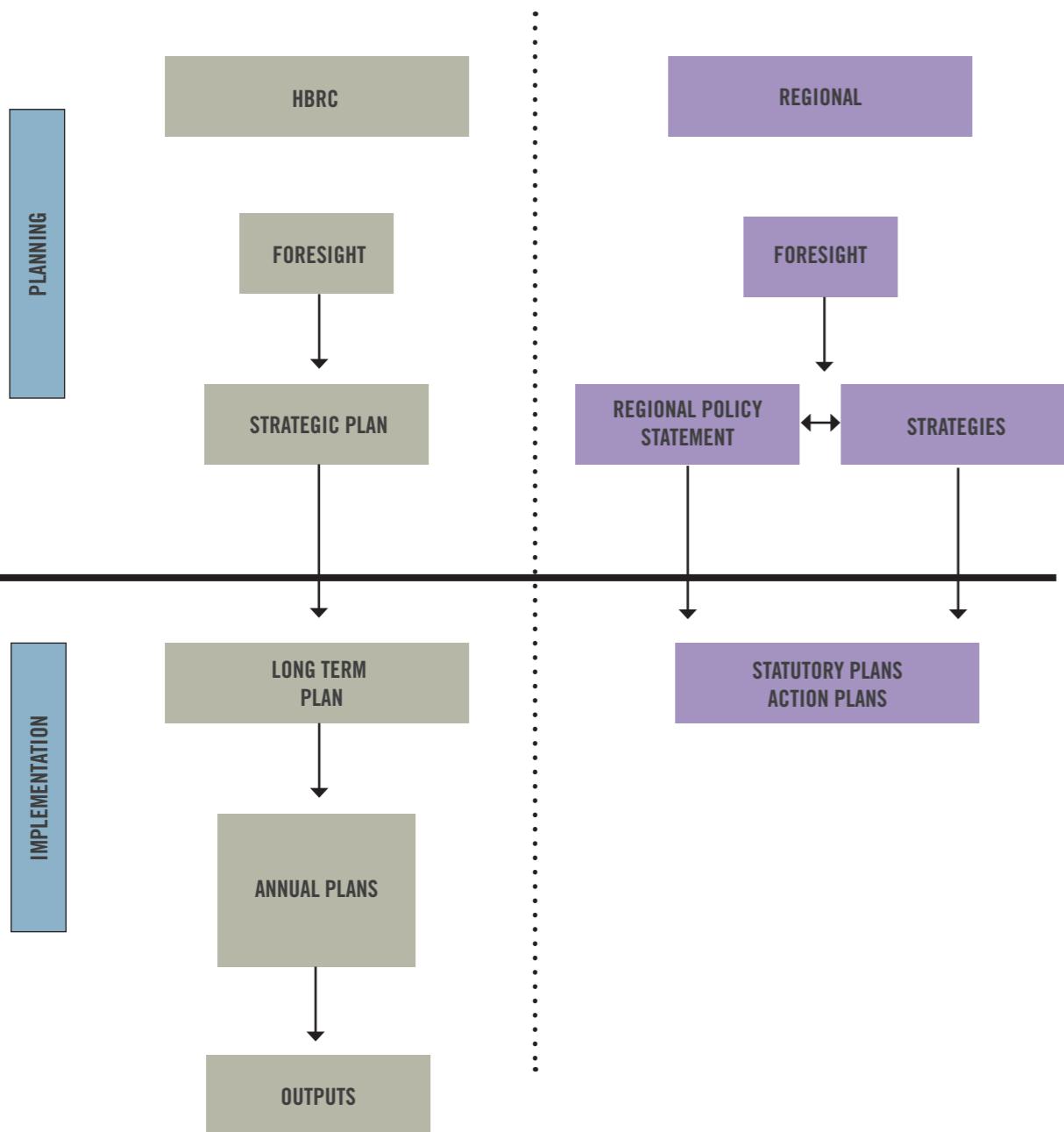
- We will complete rolling reviews of the efficiency of Hawke's Bay Regional Council departmental sections.
- We will develop alliance or formal shared services agreements on regional council functions with regional councils in central and lower North Island.
- We will develop alliances with natural resource-focused departments of central government, such as MAF and DOC.
- We will develop alliance or formal shared services agreements on administrative functions with local and regional authorities in Hawke's Bay and Manawatu – Whanganui.

Key achievements to date

- We have identified a need to investigate the feasibility of water storage options in areas with seasonal water deficits.
- We worked with Ngati Pahauwera to find an integrated solution for co-governance of natural resources that suits the whole region.
- We've made significant investment in information systems, that provide flexibility and services for HBRC staff and clients, especially water use information.
- We have installed a new, modern and responsive financial management system.
- External efficiency reviews of consents, corporate services and external relations have been undertaken.

Enabling Strategic Goals

Where this strategic plan fits in



Bibliography

KEY PLANS, STRATEGIES & PUBLICATIONS

Foresight

Embracing Futures Thinking – published 2009
HB2050: Land River Us – Scenario and Trend Report

Strategic

Strategic Plan
Land and Water Management Strategy – published November 2012
Heretaunga Plains Urban Development Strategy – with Napier City Council and Hastings District Council
Regional Economic Development Strategy – with other councils, HB Chamber of Commerce and businesses

Statutory

Regional Policy Statement
Regional Resource Management Plan
Regional Coastal Environment Plan
Regional Land Transport Strategy
Regional Public Transport Plan
Regional Pest Management Strategy
Long Term Plan – 2009-19 Ten Year Plan operative; 2012-22 plan will be open to consultation April 2012
Annual Plans – consultation and publication in the two years between Long Term Plans
Annual Reports – reporting on council outcomes and financials each year
Trends: State of the environment monitoring report summary - annual summary of monitoring and science reports

Photo Acknowledgement

Hawke's Bay Today: Page 20
Richard Brimmer: Pages 5, 7, 8, 11, 14, 17, 19, 23, 24, 30, 33, and cover
Rossi Gannon Photography: Page 29
CommuniKate: Page 3
Gary Clode: Page 12

Notes

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